REQUEST FOR PROPOSAL FOR SERVICES

LRPS-2019-9150507 15 July 2019

UNITED NATIONS CHILDREN’S FUND (UNICEF)

Wishes to invite you to submit a proposal for

To conduct an Evaluation of the joint GoB-UNICEF Bangladesh WASH Programme.

1. Request for Proposal
United Nations Children#s Fund (UNICEF) wishes to procure the above mentioned services through a competitive bidding process. In this respect, UNICEF would like to invite your organization to submit technical and financial proposals as outlined in this request for proposal and the terms and conditions contained herein.

2. Request for Information
For any queries please contact the Contracts Officer, Supply & Procurement Section by email:nhaque@unicef.org and sunroy@unicef.org. All queries will be entertained up to 5 working days of the bid opening.

IMPORTANT: BIDS ARE NOT TO BE SENT TO THE INDIVIDUAL STATED ABOVE - ANY BIDS SENT TO THE ABOVE NAMED INDIVIDUAL WILL BE DISQUALIFIED.

3. Submission Deadline and Proposal opening
The deadline for submission of proposals is as follows: 6th August 2019, Tuesday # 11:00 Hrs. Bidders are advised to visit the site themselves before the submission of the bid.

PLEASE REFER TO DETAILED INFORMATION IN SPECIAL NOTES # PART II, 1.1. FOR MODE OF SUBMISSION.

Due to the nature of this RFPS, there will be no public opening of proposals. Any proposals received by UNICEF after the submission deadline will be rejected.

PLEASE NOTE: UNDER INSTRUCTION TO BIDDERS - Clause 1.6 - 1.6.2 (Faxed Bids) will not be applicable.
THIS REQUEST FOR PROPOSAL FOR SERVICES HAS BEEN:

Prepared By:

Nasreen Haque
(To be contacted for additional information, NOT FOR SENDING PROPOSALS)
Email : nhaque@unicef.org

Approved By:

Srikanth Srinivasan

Date: 15/7/2019
REQUEST FOR PROPOSAL FOR SERVICES FORM

This FORM must be completed, signed and returned to UNICEF. Proposal must be made in accordance with the instructions contained in this Request for Proposal for Services (RFPS).

TERMS AND CONDITIONS OF CONTRACT
Any Contract resulting from this RFPS shall contain UNICEF General Terms and Conditions for Institutional and Corporate Contracts and any other Specific Terms and Conditions detailed in this RFPS.

INFORMATION
Any request for information regarding this RFPS must be forwarded by email to the person who prepared this document, with specific reference to the RFPS number.

The Undersigned, having read the Terms and Conditions of RFPS No. LRPS-2019-9150507 set out in the attached document, hereby offers to execute the services specified in this document.

Signature: __________________________________________

Date: __________________________________________

Name & Title: __________________________________________

Company: __________________________________________

Postal Address: __________________________________________

Tel No: __________________________________________

Fax No: __________________________________________

E-mail Address: __________________________________________

Currency of Proposal: __________________________________________

Validity of Proposal: __________________________________________

Please indicate which of the following Payment Terms are offered by you:

10 Days 3.0%_____ 15 Days 2.5%_____ 20 Days 2.0%_____ 30 Days Net_____ Other_____

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PART I # PURPOSE OF THIS REQUEST FOR PROPOSAL

1.1 Background and purpose

UNICEF promotes the rights and wellbeing of every child, in everything we do. Together with our partners, we work in 190 countries and territories to translate that commitment into practical action, focusing special effort on reaching the most vulnerable and excluded children, to the benefit of all children, everywhere.

The purpose of this Request for Proposals for Services (#RFPS#) is to invite proposals to conduct an Evaluation of the joint GoB-UNICEF Bangladesh WASH Programme as fully detailed in the Terms of Reference/Statement of Work attached at Annex E)

1.2 UNGM

2.1 UNICEF is part of the United Nations Global Marketplace (UNGM). Accordingly, all proposers are requested to become a UNICEF vendor by creating a vendor profile and submitting their national incorporation license/certificate at the Level-1 stage of vendor registration process. For registration and instructions on how to, kindly refer to the attachment or the UNGM site: www.ungm.org/RegistrationProcess

2.2 Please note that UNGM registration, including provision of national incorporation license/certificate, should be submitted along with the bid and is a mandatory requirement for any eventual award.

2.3 We draw your attention to the link below to the UNICEF Policy on Conduct Promoting the Protection and Safeguarding of Children (the Policy) especially Sections 4.1 and 6.1 that state: #4.1: UNICEF civil society partners, suppliers or vendors (including corporate consultants and contractors, and academic or research institutions), UNICEF corporate partners, and UNICEF National Committees are expected to ensure that their personnel report all reasonable suspicions that UNICEF staff member or non-staff personnel, or a UNICEF individual consultant or contractor, has engaged in conduct that is prohibited under this Policy.

6.1: UNICEF will promote the adoption by UNICEF's commercial vendors and suppliers of robust policies for the protection and safeguarding of children. UNICEF will regard the adoption of such policies as a positive factor when selecting vendors and suppliers. (link attached below) https://www.unicef.org/supply/files/Executive_Directive_06-16_Child_Safeguarding_Policy_1_July_2016_Final.pdf#P1

2. SOLICITATION

2.1 This RFPS document is comprised of the following:

a) This document
b) Annex-A: The UNICEF General Terms and Conditions of Contract (Services) which are attached to this document
c) Annex-B: Technical Proposal # Content & Format
d) Annex-C: Contractor#s experience # format
e) Annex-D: Financial proposal
f) Annex-E: Terms of Reference

2.2 This RFPS is an invitation to treat and shall not be construed as an offer capable of being accepted or as creating any contractual, other legal or restitutionary rights. No binding contract, including a process contract or other understanding or arrangement, will exist between the Proposer and UNICEF and nothing in or in connection with this RFPS shall give rise to any liability on the part of UNICEF unless and until a contract is signed by UNICEF and the successful Proposer.
PART II - PROPOSAL SUBMISSION PROCESS

1. PROPOSAL SUBMISSION SCHEDULE

1.1 Mode of Submission: Bidders can choose any one of the suitable mode for submission of proposals a) Electronic submission b) By Post/Courier c) physical submission at UNICEF office.

a) Electronic submission

All e-mailed Proposals must be submitted to ebidsbangladesh@unicef.org, the ONLY ACCEPTABLE E-MAIL ADDRESS for receipt of Proposals. No other recipient should be "Cc" or "Bcc" in the e-mail submission.

Proposals can be sent in batches not to exceed UNICEF's e-mail size quota of ten (10) megabytes per e-mail.

All e-mail communication in relation to the Proposal must clearly indicate the reference RFPS number followed by the company name (e.g. RFPS-BAN-501234, ABCD Company Ltd) in the "Subject" line of the e-mail.

All Proposals submitted by e-mail must be submitted as PDF (Portable Document Format) files. Email links (e.g. to documents to be downloaded from cloud based folders) are not acceptable unless otherwise specifically requested. Proposals submitted as a link or through a link will be invalidated.

Technical Proposal and Price Proposal must be sent as separate files and clearly indicated in the file name; e.g. 501234 Technical Proposal.pdf; 501234 Price Proposal.pdf. No price information should be provided in the Technical Proposal. Price proposals should be password protected.

Upon receipt of the Proposal submission, an "acknowledge receipt" will be generated automatically and sent to the sender's e-mail address. The notification serves as the only proof of receipt from UNICEF.

b & c) Sealed Proposals (Submission by letter through Post/Courier OR Physical Submission)

The Proposal must be sent or physically submitted to the attention of the Bid Unit of UNICEF Bangladesh, BSL Office Complex, 1 Minto Road, Dhaka -1000, Bangladesh (Tel: ++880 960 410 7000). Proposals not sent in this manner will be disqualified.

They must be clearly marked as follows:

Attention: BID UNIT
UNICEF Bangladesh Country Office
BSL Office Complex, 1 Minto Road, Dhaka-1000, Bangladesh
RFPS-BAN-####.
Due date: ##., time ###.

(Bidders to fill the dotted lines above with the reference number of the RFP, due date & time as specified in the first page of this RFP.)

Inner sealed envelope - Technical Proposal (1 original and 2 copies): Name of company, RFPS number - technical proposal
Inner sealed envelope - Price Proposal (1 original and 2 copies): Name of company, RFPS
In case of any discrepancy between an original and a copy, the original will prevail.

No price information should be provided in the Technical Proposal. Proposals received in any other manner will be invalidated.

Any delays encountered in the mail delivery will be at the risk of the Proposer.

1.2 Acknowledgement of receipt of RFPS. Proposers are requested to inform UNICEF as soon as possible by email/letter to THE DESIGNATED PROCUREMENT ASSOCIATE FOR THIS RFP AS MENTIONED IN THE COVER PAGE that they have received this RFPS.

1.3 Questions from Proposers. Proposers are required to submit any questions in respect of this RFPS by [EMAIL/LETTER] to THE DESIGNATED PROCUREMENT ASSOCIATE FOR THIS RFP AS MENTIONED IN THE COVER PAGE.

IMPORTANT: PROPOSALS ARE NOT TO BE SENT TO THE INDIVIDUAL STATED ABOVE # NY PROPOSALS SENT TO THE ABOVE NAMED INDIVIDUAL WILL BE DISQUALIFIED.

Proposers are required to keep all questions as clear and concise as possible.

Proposers are also expected to immediately notify UNICEF in writing of any ambiguities, errors, omissions, discrepancies, inconsistencies or other faults in any part of the RFPS, providing full details. Proposers will not benefit from such ambiguities, errors, omissions, discrepancies, inconsistencies or other faults.

UNICEF will compile the questions received. UNICEF may, at its discretion, at once copy any anonymized question and its reply to all other invited Proposers and/or post these on the UNICEF website and/or respond to the question at a bid conference. After any such bid conference, a Questions and Answers document may be prepared and shared with the bidders.

1.4 Amendments to RFPS Documents. At any time prior to the Submission Deadline, UNICEF may, for any reason, whether at its own initiative or in response to a clarification requested by a prospective Proposer, modify the RFPS documents by amendment. If the RFPS was available publicly online, amendments will also be posted publicly online. Further, all prospective Proposers that have received the RFPS documents directly from UNICEF will be notified in writing of all amendments to the RFPS documents. In order to afford prospective Proposers reasonable time in which to take the amendment into account in preparing their Proposals, UNICEF may, at its sole discretion, extend the Submission Deadline.

2. LANGUAGE

2.1 The Proposal prepared by the Proposer and all correspondence and documents relating to the Proposal exchanged by the Proposer and UNICEF, will be written in ENGLISH LANGUAGE.

3. VALIDITY OF PROPOSALS; MODIFICATION AND CLARIFICATIONS; WITHDRAWAL

3.1 Validity Period. Proposers must indicate the validity period of their Proposal. Proposals should be valid for a period of not less than one hundred and twenty (120) days after the Submission Deadline. A Proposal valid for a shorter period of time shall not be further considered. UNICEF may request the Proposer to extend the validity period. The Proposal of Proposers who decline to extend the validity of their Proposal shall become disqualified as no longer valid.

3.2 Other Changes. All changes to a Proposal must be received by UNICEF prior to the
Submission Deadline. The Proposer must clearly indicate that the revised Proposal is a modification and supersedes the earlier version of the Proposal, or state the changes from the original Proposal.

3.3 Withdrawal of Proposal. A Proposal may be withdrawn by the Proposer on e-mailed, faxed or written request received by UNICEF from the Proposer prior to Submission Deadline. Negligence on the part of the Proposer confers no right for the withdrawal of the Proposal after it has been opened.

3.4 Clarifications Requested by UNICEF. During the evaluation of Proposals, UNICEF may, in its sole discretion, seek clarifications from any Proposer in order for UNICEF to fully understand the Proposer's Proposal and assist in the examination, evaluation and comparison of Proposals. UNICEF may seek such clarifications through written communications or may request an interview with any Proposer. During this clarification process, no change in the price or substance of the Proposal will be sought, offered or permitted, except as required in order to allow for correction of arithmetical errors discovered by UNICEF.

3.5 References. UNICEF reserves the right to contact any or all references supplied by the Proposer(s) and to seek references from other sources as UNICEF deems appropriate.

4. ELIGIBILITY; PROPOSER INFORMATION

4.1 Proposer. The term #Proposer# refers to those companies that submit a proposal pursuant to this RFPS and #Proposal# refers to all the documents provided by the Proposer in its response to this RFPS. A Proposer will only be eligible for consideration if it complies with the representations set out in Part V of this RFPS, including the representations on ethical standards, including conflicts of interest.

4.2 Joint Venture, Consortium or Association.
(a) If the Proposer is a group of legal entities that will form or have formed a joint venture, consortium or association at the time of the submission of the proposal, each such legal entity will confirm in their joint Proposal that:
(i) they have designated one party to act as a lead entity, duly vested with authority to legally bind the members of the joint venture jointly and severally, and this will be evidenced by a Joint Venture Agreement among the legal entities, which will be submitted along with the Proposal; and
(ii) if they are awarded the contract, the designated lead entity will enter into the contract with UNICEF, who will be acting for and on behalf of all the member entities comprising the joint venture.
(b) After the Proposal has been submitted to UNICEF, the lead entity identified to represent the joint venture will not be altered without the prior written consent of UNICEF.
(c) If a joint venture's Proposal is the Proposal selected for award, UNICEF will award the contract to the joint venture, in the name of its designated lead entity. The lead entity will sign the contract for and on behalf of all other member entities.

4.3 Proposals from Government Organizations. The eligibility of Proposers that are wholly or partly owned by the Government will be subject to UNICEF's further evaluation and review of various factors such as being registered as an independent entity, the extent of Government ownership/share, receipt of subsidies, mandate, access to information in relation to these RFPS documents, and others that may lead to undue advantage against other Proposers, and the eventual rejection of the Proposal.

4.4 Proposals from organizations where the sole proprietor is a former or retired UNICEF/UN staff member. Any organization, whose sole proprietor is a former or retired staff member of UNICEF (or any other United Nations organization), which submits a Proposal must disclose this
previous United Nations employment at the time of submission. Any such Proposal will be
treated as though the Proposal came from an individual for the purposes of UNICEF’s standard
conditions on contracting former and retired members of staff.

5. PREPARATION OF OFFER

5.1 Proposers are responsible to inform themselves in preparing their Proposal. In this regard,
the Proposers will ensure that they:
# Examine all terms, requirements and formal submission instructions (e.g. regarding form and
timing of submission, marking of envelopes, no price information in technical proposal etc.)
included in the RFPS documents (including the Instructions to Proposers section);
# Review the RFPS to ensure that they have a complete copy of all documents;
# Review the standard UNICEF Contractual Provisions and the UNICEF General Terms and
Conditions of Contract (Services) for the supply of services publicly available on the UNICEF
Supply website: http://www.unicef.org/supply/index_procurement_policies.html;
# Review the UNICEF policies publicly available on the UNICEF Supply website:
http://www.unicef.org/supply/index_procurement_policies.html. In particular, Proposers should
familiarize themselves with the obligations imposed on suppliers and their personnel and
sub-contractors under the UNICEF Policy Prohibiting and Combating Fraud and Corruption and
the UNICEF Policy on Conduct Promoting the Protection and Safeguarding of Children;
# Attend any bid conference if it is mandatory under this RFPS;
# Fully inform and satisfy themselves as to requirements of any relevant authorities and laws that
apply, or may in the future apply, to the supply of the services.
Proposers acknowledge that UNICEF, its directors, employees and agents make no
representations or warranties (express or implied) as to the accuracy or completeness of this
RFPS or any other information provided to the Proposers.

5.2 Failure to meet all requirements and instructions in the RFPS documents or to provide all
requested information will be at the Proposer’s own risk, and may result in rejection of the
Proposer’s Proposal.

5.3 The Proposal must be organized to follow the format of this RFPS. Each Proposer must
respond to the stated requests or requirements, and indicate that the Proposer understands and
confirms acceptance of UNICEF’s stated requirements. The Proposer should identify any
substantive assumption made in preparing its offer. The deferral of a response to a question or
sue to any contract negotiation stage is not acceptable. Any item not specifically addressed in
the Proposal will be deemed as accepted by the Proposer. Incomplete or inadequate
responses, lack of response or misrepresentation in responding to any questions will affect the
evaluation of the Proposal.

5.4 All references to descriptive materials should be included in the appropriate Proposal
paragraph, though the material/documents themselves may be provided as annexes to the
Proposal. The Proposer must also provide sufficient information in the Proposal to address each
area of the evaluation criteria as presented in this document to allow a fair assessment of all of
the Proposers and their Proposals. It is for UNICEF to determine, in its sole discretion, whether
information provided is sufficient.

5.5 The completed and signed Request for Proposal for Services Form must be submitted
together with the Proposal. The Request for Proposal for Services Form must be signed by a
duly authorized representative of the Organization/Company.

5.6 Proposals must be clearly marked with the RFPS number.

5.7 If answer sheets are provided by UNICEF then these must be completed by the Proposer.
5.8 Technical Proposal: The Technical Proposal should address the criteria and requirements outlined in this RFPS, paying particular attention to its Terms of Reference/Statement of Work and its evaluation criteria. It is important to note that UNICEF actively welcomes innovative proposals and original solutions to the stated service need. NO PRICE INFORMATION SHOULD BE CONTAINED IN THE TECHNICAL PROPOSAL.

5.9 Price Proposal: The Price Proposal should be prepared in accordance with the requirements contained in the Terms of Reference/Statement of Work for this RFPS.

5.10 Each Proposer acknowledges that its participation in any stage of the solicitation process for this RFPS is at its own risk and cost. The Proposer is responsible for, and UNICEF is not responsible for, the costs of preparing its Proposal or response to this RFPS, attendance at any pre-submission conference, site visit, meetings or oral presentations, regardless of the conduct or outcome of the solicitation process.

6. PROPOSAL DOCUMENTS; CONFIDENTIALITY

6.1 This RFPS, together with all Proposal documents provided by the Proposer to UNICEF, will be considered the property of UNICEF and Proposals will not be returned to the Proposers.

6.2 Information contained in the Proposal documents, which the Proposer considers to be its confidential information, should be clearly marked "confidential", next to the relevant part of the text, and UNICEF will treat such information accordingly.

6.3 All information and documents provided to the Proposers by UNICEF shall be treated as confidential by the Proposers. If the Proposer declines to respond to this RFPS, or, if the Proposal is rejected or unsuccessful, the Proposer will promptly return all such RFPS Materials to UNICEF, or destroy or delete all such RFPS Materials. The Proposer shall not use the RFPS Materials for any purpose other than the purpose of preparing a Proposal and shall not disclose the RFPS Materials to any third party, except: (a) with the prior written consent of UNICEF; (b) where the third party is assisting the Proposer in preparing the Proposal, provided the Proposer has previously ensured that party’s adherence to this duty of confidentiality; (c) if the relevant RFPS Materials are at the time of this RFPS lawfully in the possession of the Proposer through a party other than UNICEF; (d) if required by law, and provided that the Proposer has previously informed UNICEF in writing of its obligation to disclose the RFPS Materials; or (e) if the RFPS Materials are generally and publicly available, other than as a result of breach of confidence by the person receiving the RFPS Materials.

7. MULTIPLE PROPOSALS AND PROPOSALS FROM RELATED ORGANIZATIONS

7.1 Proposers shall not submit more than one Proposal as part of this RFPS process.

7.2 If the Proposer is a group of legal entities that will form or have formed a joint venture, consortium or association at the time of the submission of the Proposal then neither the lead entity nor the member entities of the joint venture may submit another Proposal, either in its own capacity or as a lead entity or a member entity for another joint venture submitting another Proposal.

7.3 UNICEF reserves the right to reject separate Proposals submitted by two or more Proposers if the Proposers are related organizations and are found to have any of the following:

(a) they have at least one controlling partner, director or shareholder in common; or

(b) any one of them receive or have received any direct or indirect subsidy from the other(s); or
(c) they have a relationship with each other, that gives one or more Proposer’s access to confidential information about, or influence over, the other Proposal(s); or

(d) they are subcontractors to each other’s Proposal, or a subcontractor to one Proposal also submits another Proposal under its name as lead Proposer; or

(e) an expert proposed to be in the team of one Proposer participates in more than one Proposal received for this solicitation process.

PART III - AWARD/ADJUDICATION OF PROPOSALS

1. AWARD

1.1 Proposal Evaluation Process. The evaluation is carried out by UNICEF in accordance with UNICEF’s regulations, rules and practices and all determinations are made in UNICEF’s sole discretion.

After opening the Proposals, UNICEF will carry out the following steps in the following order:

- First, each Proposal will be evaluated for compliance with the mandatory requirements of this RFPS. Proposals deemed not to meet all of the mandatory requirements will be considered non-compliant and rejected at this stage without further consideration. Failure to comply with any of the terms and conditions contained in this RFPS, including, but not limited to, failure to provide all required information, may result in a Proposal being disqualified from further consideration.

- Second, UNICEF will evaluate the Technical Proposal part for compliance with the technical requirements stated in this RFPS on the basis of the Proposal evaluation approach set out below.

- Third, UNICEF will undertake a commercial evaluation of the Price Proposal part of technically compliant Proposals on the basis of the Proposal evaluation approach set out below.

1.2 Proposal Evaluation Approach.

Weighted scoring evaluation approach

Following closure of the RFP, proposals will be evaluated by a UNICEF evaluation team to assess its merits. The evaluation will be restricted to the contents of the proposals, bidder profile, relevant experience, client list, financial status and price proposal.

A two stage procedure will be followed in evaluating proposals, with evaluation of the technical proposal being completed prior to any evaluation of the financial proposal. Evaluators of the technical proposals shall have no access to the financial Proposals until the technical evaluation is completed.

The evaluation criteria will be a split between technical and commercial (price proposal) scores (70 / 30).

a) Technical Evaluation

Technical Proposals will be evaluated on the basis of their responsiveness to the terms of reference, applying the evaluation criteria and the point system specified below. Each Technical Proposal will be given a technical score. Technical Proposals receiving the minimum qualifying points or higher, will be considered technically responsive.

For this RFP, the Technical Proposal has a total score of 70 points. Bidders must score
minimum of 49 points to be considered technically compliant and in order, for the Financial Proposals to be opened. Financial proposal has a total score of 30 points.

The final selection of the bidder will be based on a quality and cost basis.

FOR THIS RFP THE FOLLOWING TECHNICAL EVALUATION CRITERIA WILL BE USED TO REVIEW THE PROPOSALS BY THE MEMBERS OF THE TECHNICAL PROPOSAL EVALUATION COMMITTEE

OVERALL RESPONSE (5 points)
* Understanding of, and responsiveness to, UNICEF Bangladesh Office requirements; (2 points)
* Understanding of scope, objectives and completeness of response; (2 Points)
* Overall concord between UNICEF requirements and the proposal. (1 points)

METHODOLOGY AND DETAILED TIMELINE (35 points)
* Quality and suitability of the proposed approach and methodology (detailed description of overall approach, draft evaluation matrix, initial sampling design, initial proposed methods including those for a VFM analysis, gender assessment, and triangulation, etc.); (20 points)
* Quality of proposed implementation plan, i.e how the bidder will undertake each task and time-schedules; (5 points)
* Risk assessment and ethical considerations - recognition of the risks/peripheral problems and methods to prevent and manage risks/peripheral problems, and inclusion of ethical considerations. (5 points)
* Timelines proposed must be detailed and realistic (5 points)

ORGANISATIONAL CAPACITY and PROPOSED TEAM (30 points)
* Professional expertise of the firm/company/organization, knowledge and experience with similar projects, contracts, clients and consulting assignments (10 points)
* Team leader: Relevant experience, qualifications, and position with firm; (10 points)
* Team members - Relevant experience, skills & competencies; (5 points)
* Organization of the team and roles & responsibilities; (5 points)

After the completion of the technical evaluation, the financial proposal will be opened. Proposals which are considered non-technically compliant and non-responsive, will not be given further consideration.

b) Price Proposal (commercial evaluation)
The financial scores will be arrived at based on the formula specified in para-6.5, whereby the lowest evaluated Financial Proposal (Fm) will be given the maximum financial score (Sf) of 30 points. The financial scores of the other proposals will be in inverse proportion to the lowest price.

The evaluation formula is outlined as follows:
\[ Sf = 30 \times \frac{Fm}{F} \]
in which \( Sf \) is the financial score, \( Fm \) is the lowest price and \( F \) the price of the proposal under consideration.

The Proposer(s) achieving the highest combined technical and price score will (subject to any negotiations and the various other rights of UNICEF detailed in this RFPS) be awarded the Contract(s).

From the time the proposals are opened to the time the contract is awarded, bidders shall not contact UNICEF on any matter and any attempt to influence UNICEF in its evaluation of the proposals and award recommendation, may result in rejection of the proposal.

1.3 Multiple Arrangements. UNICEF reserves the right to make multiple arrangements for any
service(s) where UNICEF considers it to be in its best interest to do so.

1.4 Negotiation. UNICEF reserves the right to negotiate with the Proposer(s) that has/have attained the best rating/ranking, i.e. those providing the overall best value Proposal.

1.5 Award Notification. UNICEF will only notify the Proposer(s) that has/have been awarded the Contract(s) resulting from this solicitation process; UNICEF may, but is not required to, notify the other Proposers of the outcome of this solicitation process.

2. GENERAL TERMS AND CONDITIONS OF CONTRACT (SERVICES)

2.1 UNICEF#s General Terms and Conditions of Contract (Services) will apply to any contract(s) awarded in connection with this RFPS. By signing the Request for Proposal for Services Form, each Proposer is deemed to have confirmed its acceptance of the UNICEF General Terms and Conditions (Services). The Proposer understands that if it proposes any amendments or additional terms to the UNICEF General Terms and Conditions (Services), these must be clearly detailed in the Proposal and may negatively affect the evaluation of the Proposal.

3. RIGHTS OF UNICEF

3.1 UNICEF reserves the following rights:

(a) to accept any Proposal, in whole or in part; to reject any or all Proposals; or to cancel this solicitation process in its entirety;
(b) to verify any information contained in Proposer#s response (and the Proposer will provide UNICEF with its reasonable cooperation with such verification);
(c) to invalidate any Proposal received from a Proposer that, in UNICEF#s sole opinion, has previously failed to perform satisfactorily or complete contracts on time, or UNICEF believes is not in a position to perform the contract;
(d) to invalidate any Proposal that, in UNICEF#s sole opinion, fails to meet the requirements and instructions stated in this RFPS;
(e) to suspend negotiations or withdraw an award to a Proposer at any time up until a contract has been signed with such Proposer. UNICEF is not required to provide any justification, but will give notice prior to any such suspension of negotiations or withdrawal of award.

2 UNICEF is not liable to any Proposer for any costs, expense or loss incurred or suffered by such Proposer in connection with this RFPS or solicitation process, including, but not limited to, any costs, expense or loss incurred as result of UNICEF exercising any of its rights in paragraph 3.1 above.

PART IV - REQUIREMENTS

1. PRICE AND PAYMENT

1.1 Price. The fee for the services and deliverables will be treated as inclusive of all costs, expenses, charges or fees that the Proposer may incur in connection with the performance of the work. The Proposer is invited to offer any unconditional discounts. Further, the Proposer may offer early payment discounts, i.e. payment within a specific period of time faster than UNICEF#s standard payment terms of 30 days.

1.2 Payment Terms Invoices may be issued to UNICEF only after the services (or components of the services) have been provided and the deliverables (or installments of the deliverables) have been delivered (a) in accordance with the contract and (b) to UNICEF#s satisfaction. The standard terms of payment are net 30 days, after receipt of invoice. Payment will be effected by bank transfer in the currency of the contract.
The Proposer will suggest a payment schedule for the contract that is linked to clear milestones and/or deliverables identified in the Terms of Reference/Statement of Work.

1.3 Currency (a) The currency of the Proposal shall be in Bangladesh TAKA for National bidders and US Dollars for international bidders. UNICEF will reject any proposals submitted in another currency. (b) If the above paragraph (a) explicitly permits two or more specified currencies for the Proposals, then for evaluation purposes only, offers submitted in a currency other than US Dollars will be converted into US Dollars using the United Nations rate of exchange in effect on the submission deadline date.

1.4 Taxes. Article II, Section 7, of the Convention on the Privileges and Immunities provides, inter alia, that the United Nations, including UNICEF as a subsidiary organ, is exempt from all direct taxes, except charges for public utility services, and is exempt from customs restrictions, duties, and charges of a similar nature in respect of articles imported or exported for its official use. All prices/ rates quoted in the Proposal must be net of any direct taxes and any other taxes and duties, unless otherwise specified in the RFPs documents.

1.5 Pre-Payment. Please note that UN Financial Rules and Regulations do not permit prepayment such as COD or LC. The standard payment terms are net 30 days from the receipt of the invoice and proof of delivery/acceptance of deliverables.

2. IMPLEMENTATION

2.1 No Reliance. Except as expressly set out in the RFPs documents, UNICEF will have no obligation to provide any assistance to the contractor and UNICEF makes no representations as to the availability of any facilities, equipment, materials, systems or licenses which may be helpful or useful for the performance of the work. If the Proposer requires any facilities, equipment, materials, systems or licenses in order to do the work, this must be explicitly detailed in its Proposal.

2.2 Sub-contractors. Proposers must identify in their Proposal, any products which may be offered by themselves, but originate from another supplier and/or country. Further, Proposers must identify in their proposal any planned subcontracting of services. All subcontracting arrangements will be reviewed by UNICEF as part of its evaluation of the Proposal.

2.3 Experts. If so required in the Terms of Reference/Statement of Work each key expert profile requested in the Terms of Reference/Statement of Work must sign an exclusivity and availability statement. The purpose of Exclusivity and Availability Statement is as follows:

(a) The key experts proposed in the Proposal must not be part of any other Proposer’s Proposal being submitted for this RFPs process. They must therefore engage themselves exclusively to the Proposer.

(b) Each key expert must also undertake to be available, able and willing to work for all the period foreseen for his/her input during the implementation of the contract as indicated in the Terms of Reference/Statement of Work and the Proposal.

Having selected a Proposal partly on the basis of an evaluation of the key experts presented in the Proposal, UNICEF expects the contract to be executed by these specific experts. As the expected date of mobilization is given in the RFPs, UNICEF will only consider substitutions after the deadline for the submission of offers in cases of unexpected delays in the commencement date beyond the control of the Proposer, or exceptionally because of the incapacity of a key expert for health reasons or due to force majeure or other circumstances which may justify a replacement and which would not have any effect on the selection of the Proposal. The desire of
a Proposer to use an expert on another project or a change of mind on the part of an expert about the contract will not be accepted as a reason for substitution of any of the key experts.

2.4 Joint Ventures. The description of the organization of the joint venture/consortium/association must clearly define the expected role of each of the entities in the joint venture in delivering the requirements of this RFPS, both in the Proposal and the Joint Venture Agreement. All entities that comprise the joint venture will be subject to the eligibility and qualification assessment by UNICEF.

Where a joint venture is presenting its track record and experience in a similar undertaking as those required in this RFPS, it should present such information in the following manner:
a) Those that were undertaken together by the joint venture; and
b) Those that were undertaken by the individual entities of the joint venture expected to be involved in the performance of the services defined in this RFPS.

Previous contracts completed by individual experts working privately but who are permanently or were temporarily associated with any of the member firms cannot be claimed as the experience of the joint venture or those of its members, but should only be claimed by the individual experts themselves in their presentation of their individual credentials.

3. LIQUIDATED DAMAGES

3.1 Liquidated damages. Any contracts awarded in connection with this RFPS will include the following clause on liquidated damages:

#In addition to, and without prejudice to any of the other rights and remedies of UNICEF including, but not limited to, those set out in the UNICEF General Terms and Conditions of Contract (Services), if the Contractor fails to provide the Services or the Deliverables in accordance with the time schedule set out in the Contract, or if UNICEF determines that the Services or Deliverables do not conform to the requirements of the Contract, UNICEF may claim liquidated damages from the Contractor and, at UNICEF's option, the Contractor will pay such liquidated damages to UNICEF or UNICEF will deduct such liquidated damages from the Contractor's invoice(s). Such liquidated damages will be calculated as follows: one half of one per cent (0.5%) of the Contract Fee for the delayed Services and Deliverables for each day of delay, or in the case of a Fee calculated on a time-based rate, one half of one per cent (0.5%) of the time-based rate for all the Contractor Personnel required to provide the relevant Services or Deliverables, until performance of conforming Services or delivery of conforming Deliverables, up to a maximum of ten per cent (10%) of the value of the Contract. The payment or deduction of such liquidated damages will not relieve the Contractor from any of its other obligations or liabilities pursuant to the Contract.

PART V - PROPOSER REPRESENTATIONS

1. PRICE # MOST FAVOURED CUSTOMER

1.1 The Proposer confirms that the fees, rates and charges and related pricing terms with respect to the services specified in the Proposal are the most favourable pricing terms available to any customer of the Proposer (or any of the Proposer's affiliates). If at any time during the term of any contract resulting from the Proposal, any other customer of the Proposer (or of any of the Proposer's affiliates) obtains more favourable pricing terms than those provided to UNICEF, the Proposer will retroactively adjust the fee and related pricing terms under the contract to conform to the more favourable terms and the Proposer will promptly pay UNICEF any amounts owing to UNICEF as a result of such retroactive fee adjustment.

2. GENERAL REPRESENTATIONS
By submitting its Proposal in response to this RFPS, the Proposer confirms to UNICEF as at the Submission Deadline:

2.1 The Proposer has (a) the full authority and power to submit the Proposal and to enter into any resulting contract, and (b) all rights, licenses, authority and resources necessary, as applicable, to develop, source and supply the services and to perform its other obligations under any resulting contract. The Proposer has not and will not enter into any agreement or arrangement that restrains or restricts any person’s rights to use, sell, dispose of or otherwise deal with any service, deliverable or outcome that may be acquired under any resulting contract.

2.2 All of the information it has provided to UNICEF concerning the services and the Proposer is true, correct, accurate and not misleading.

2.3 The Proposer is financially solvent and is able to supply the services to UNICEF in accordance with the requirements described in this RFPS.

2.4 The use or supply of the services does not and will not infringe any patent, design, trade-name or trade-mark.

2.5 The development and supply of the services has complied, does comply, and will comply with all applicable laws, rules and regulations.

2.6 The Proposer will fulfill its commitments with the fullest regard to the interests of UNICEF and will refrain from any action which may adversely affect UNICEF or the United Nations.

2.7 It has the personnel, experience, qualifications, facilities, financial resources and all other skills and resources to perform its obligations under any resulting contract.

2.8 The Proposer agrees to be bound by the decisions of UNICEF, including but not limited to, decisions as to whether the Proposer’s Proposal meets the requirements and instructions stated in this RFPS and the results of the evaluation process.

3. ETHICAL STANDARDS

UNICEF requires that all Proposers observe the highest standard of ethics during the entire solicitation process, as well as the duration of any contract that may be awarded as a result of this solicitation process. UNICEF also actively promotes the adoption by its suppliers of robust policies for the protection and safeguarding of children and the prevention and prohibition of sexual exploitation and sexual abuse.

By submitting its Proposal in response to this RFPS, the Proposer makes the following representations and warranties to UNICEF as at the Submission Deadline:

3.1 In respect of all aspects of the solicitation process the Proposer has disclosed to UNICEF any situation that may constitute an actual or potential conflict of interest or could reasonably be perceived as a conflict of interest. In particular, the Proposer has disclosed to UNICEF if it or any of its affiliates is, or has been in the past, engaged by UNICEF to provide services for the preparation of the design, specifications, cost analysis/estimation, and other documents to be used for the procurement of the services requested under this RFPS; or if it or any of its affiliates has been involved in the preparation and/or design of the programme/project related to the services requested under this RFPS.

3.2 The Proposer has not unduly obtained, or attempted to unduly obtain, any confidential information in connection with the solicitation process and any contract that may be awarded as
3.3 No official of UNICEF or of any United Nations System organisation has received from or on behalf of the Proposer, or will be offered by or on behalf of the Proposer, any direct or indirect benefit in connection with this RFPs including the award of the contract to the Proposer. Such direct or indirect benefit includes, but is not limited to, any gifts, favours or hospitality.

3.4 The following requirements with regard to former UNICEF officials have been complied with and will be complied with:

(a) During the one (1) year period after an official has separated from UNICEF, the Proposer may not make a direct or indirect offer of employment to that former UNICEF official if that former UNICEF official was, during the three years prior to separating from UNICEF, involved in any aspect of a UNICEF procurement process in which the Proposer has participated.

(b) During the two (2) year period after an official has separated from UNICEF, that former official may not, directly or indirectly on behalf of the Proposer, communicate with UNICEF, or present to UNICEF, about any matters that were within such former official's responsibilities while at UNICEF.

3.5 Neither the Proposer nor any of its affiliates, or personnel or directors, is subject to any sanction or temporary suspension imposed by any United Nations System organisation or other international inter-governmental organisation. The Proposer will immediately disclose to UNICEF if it or any of its affiliates, or personnel or directors, becomes subject to any such sanction or temporary suspension during the term of the contract. If the Proposer or any of its affiliates, or personnel or directors becomes subject to any such sanction or temporary suspension during the term of any resulting contract, UNICEF will be entitled to suspend the contract for a period of time up to thirty (30) days or terminate the contract, at its sole choice, with immediate effect upon delivery of a written notice of suspension or termination, as the case may be, to the Proposer. If UNICEF choses to suspend the contract it will be entitled to terminate the contract at the end of the thirty (30) days suspension at UNICEF's sole choice.

3.6 The Proposer will (a) observe the highest standard of ethics; (b) use its best efforts to protect UNICEF against fraud, in the solicitation process and in the performance of any resulting contract; and (c) comply with the applicable provisions of UNICEF's Policy Prohibiting and Combating Fraud and Corruption which can be accessed on the UNICEF website at http://www.unicef.org/supply/index_procurement_policies.html. In particular, the Proposer will not engage, and will ensure that its personnel, agents and sub-contractors do not engage, in any corrupt, fraudulent, coercive, collusive or obstructive conduct as such terms are defined in UNICEF's Policy Prohibiting and Combating Fraud and Corruption.

3.7 The Proposer will comply with all laws, ordinances, rules and regulations bearing upon its participation in this solicitation and the UN Supplier Code of Conduct (available at the United Nations Global Marketplace website - www.ungm.org).

3.8 Neither the Proposer nor any of its affiliates, is engaged, directly or indirectly, (a) in any practice inconsistent with the rights set forth in the Convention on the Rights of the Child, including Article 32, or the International Labour Organisation's Convention Concerning the Prohibition and Immediate Action for the Elimination of the Worst Forms of Child Labour, No. 182 (1999); or (b) in the manufacture, sale, distribution, or use of anti-personnel mines or components utilised in the manufacture of anti-personnel mines.

3.9 The Proposer has taken and will take all appropriate measures to prevent sexual exploitation or abuse of anyone by its personnel including its employees or any persons engaged by the Proposer to perform any services in the Proposer's participation in this solicitation. For these
purposes, sexual activity with any person less than eighteen years of age, regardless of any
laws relating to consent, will constitute the sexual exploitation and abuse of such person. The
Proposer has taken and will take all appropriate measures to prohibit its personnel including its
employees or other persons engaged by the Proposer, from exchanging any money, goods,
services, or other things of value, for sexual favours or activities or from engaging in any sexual
activities that are exploitive or degrading to any person.

3.10 The Proposer confirms that it has read UNICEF’s Policy on Conduct Promoting the
Protection and Safeguarding of Children. The Proposer will ensure that its Personnel
understand the notification requirements expected of them and will establish and maintain
appropriate measures to promote compliance with such requirements. The Proposer will further
cooperate with UNICEF’s implementation of this Policy.

3.11 The Proposer will inform UNICEF as soon as it becomes aware of any incident or report
that is inconsistent with the undertakings and confirmations provided in this Article 3.

3.12 Each of the provisions in this Article 3 of Part V constitutes an essential condition of
participation in this solicitation process. In the event of a breach of any of these provisions,
UNICEF is entitled to disqualify the Proposer from this solicitation process and/or any other
solicitation process, and to terminate any contract that may have been awarded as a result of
this solicitation process, immediately upon notice to the Proposer, without any liability for
termination charges or any liability of any kind. In addition, the Proposer may be precluded from
doing business with UNICEF and any other entity of the United Nations System in the future.

4. AUDIT

4.1 From time to time, UNICEF may conduct audits or investigations relating to any aspect of a
contract awarded in relation to this RFPS, including but not limited to the award of the contract
and the Proposer’s compliance with the provisions of Article 3 above. The Proposer will provide
its full and timely cooperation with any such audits or investigations, including (but not limited to)
making its personnel and any relevant data and documentation available for the purposes of
such audits or investigations, at reasonable times and on reasonable conditions, and granting
UNICEF and those undertaking such audits or investigations access to the Proposer’s premises
at reasonable times and on reasonable conditions in connection with making its personnel and
any relevant data and documentation available. The Proposer will require its sub-contractors
and its agents to provide reasonable cooperation with any audits or investigations carried out by
UNICEF.

5. VALUE ADDED TAX

Reimbursement of 15% VAT: The applicable VAT rate for the contracted services will be settled
as per applicable/prevaling government VAT rates law. In order for UNICEF to make payment
of the applicable VAT and thereafter submit claim for refund of the same from the relevant
government VAT authorities, the service provider will be required to submit Tax invoice with
proof of valid VAT payment with mandatory particulars/contents of legal VAT requirements and
acceptable to government VAT authority; please note the details below:
(i) ORIGINAL INVOICE: In the invoice, the bill amount and VAT amount has to be segregated.
(ii) MUSHOK-11: Vendors need to submit the original copy of Mushok-11. It has to be certified
by the Revenue Officer or Assistant Revenue Officer of relevant VAT circle of the vendor. Also, it
has to be submitted within 3 months of issuing Mushok-11.
(iii) TREASURY CHALLAN: Vendor needs to submit the original copy of Treasury Challan or
photocopy copy of Treasury Challan attested from the relevant VAT circle. Also, it has to be
submitted within 3 months of issuing Mushok-11.
If VAT is applicable contractor should claim it as part of the original invoice (applicable both for
partial or full payment).
6.0 STRIKES / HARTALS

Should hartal(s) be declared on the RFP closing day the time and day for closing/opening of the bid will remain unchanged. In such a situation if the proposals were not submitted then the bidder(s) are requested to submit their bids as outlined in the mode of submission.
INSTRUCTION TO PROPOSERS

1. MARKING AND RETURNING PROPOSALS

1.1 Proposals shall be submitted in the manner specified
earlier in this solicitation document. Detailed submission
guidance at paragraphs 1.7, 1.8 and/or 1.9 should then
be followed accordingly.

1.2 The Bid Form/Request for Proposal for Services
Form must be signed, ind submitted together with the
Proposal. The Bid Form/Request for Proposal for
Services Form should be signed by the duly authorized
representative of the submitting company.

1.3 Proposals must be clearly marked with the RFP(S)
number and the name of the company submitting the
Proposal.

1.4 Proposers should note that Proposals received in the
following manner will be invalidated:

a) with incorrect (as applicable) postal address, email
address or fax number;
b) received after the stipulated closing time and date;
c) failure to quote in the currency(ies) stated in the
RFP(S);
d) in a different form than prescribed in the RFP(S).

1.5 Technical Proposal: The Technical Proposal should
address the criteria and requirements outlined in this
RFP(S), paying particular attention to its schedules/Terms
of Reference/Statement of Work and its evaluation
criteria. It is important to note that UNICEF actively
welcomes innovative proposals and original solutions to the
stated service/goods need.

NO PRICE INFORMATION SHOULD BE CONTAINED
IN THE TECHNICAL PROPOSAL.

1.6 Price Proposal: The Price Proposal should be
prepared in accordance with the requirements contained in
the schedules/Terms of Reference/Statement of Work for
this RFP(S).

1.7 Sealed Proposals (as applicable)

1.7.1 See paragraph 1.1 above concerning applicability of
this paragraph.

1.7.2 The Proposal must be sent for the attention of
unit/team and address as specified in this RFP/RFPs.
Proposal not sent in this manner will be disqualified.

1.7.3 They must be clearly marked as follows:

* Outer sealed envelope:
  Name of company
  [RFP(S) NO.]
  [NAME OF UNIT & UNICEF OFFICE ADDRESS]

* Inner sealed envelope - Technical Proposal (1 original
  and 2 copies): Name of company, RFP(S) number -
technical proposal

* Inner sealed envelope - Price Proposal (1 original and
  2 copies): Name of company, RFP(S) number - price
  proposal

No price information should be provided in the Technical
Proposal.

Proposals received in any other manner will be
invalidated.

1.7.4 In case of any discrepancy between an original and
a copy, the original will prevail.

1.7.5 Any delays encountered in the mail delivery will be
at the risk of the Proposer.

1.8 Faxed Proposals (as applicable)

1.8.1 See paragraph 1.1 above concerning applicability of
this paragraph.

1.8.2 Faxed Proposals must be returned to the ONLY
ACCEPTABLE FAX NUMBER for Proposals as specified
in this RFP(S) Document. Proposers should note that
Proposals received at any other fax number will be
invalidated.

No price information should be provided in the Technical
Proposal.

1.9 E-mailed Proposals (as applicable)

1.9.1 See paragraph 1.1 above concerning applicability of
this paragraph.

1.9.2 All e-mailed Proposals must be submitted to the
ONLY ACCEPTABLE E-MAIL ADDRESS as specified
in this solicitation document. No other recipient should be
"CC" or "BCC" in the e-mail submission. Proposals not sent
in this manner will be disqualified.

1.9.3 All Proposals submitted by e-mail must be
submitted as email attachments. The Technical Proposal
and Price Proposal must be sent as separate attachment
and clearly indicated as such in the file name (e.g.,
Company ABC Technical Proposal, Company ABC Price
Proposal). Email links (e.g., to documents to be
downloaded from cloud based folders) are not acceptable
unless otherwise specifically requested. Proposals
submitted as a link or through a link will be invalidated.

2. OPENING OF PROPOSALS

2.1 Proposals received prior to the stated closing time
and date will be kept unopened. UNICEF will open
Proposals when the specified time has arrived and no
Proposal received thereafter will be considered.

2.2 UNICEF will accept no responsibility for the
premature opening of a Proposal which is not properly
addressed or identified.

2.3 In cases when a Public Opening is held, the invited
proposers, or their authorized representative, may attend
the public Proposal opening at the time, date and location
specified in the RFP(S) documents.

3. UNGM REGISTRATION

REQUEST FOR PROPOSAL FOR SERVICES
LRPS-2019-9150507
3.1 UNICEF is part of the United Nations Global Marketplace (UNG4). Accordingly, all proposers are encouraged to become a UNICEF vendor by creating a vendor profile in the UNGM website: www.ungm.org

4. AWARD NOTIFICATION

4.1 UNICEF reserves the right to make a public notification of the outcome on an RFP(S) advising product/service, awarded supplier and total value of award.
Annex A
General Terms and Conditions

General Terms and Conditions of Contract (Services)

Definitions and UNICEF Supply Website

1.1 In these General Terms and Conditions (Services), the following terms have the following meanings:

"Affiliates" means, with respect to the Contractor, any of its corporate affiliates or associates, including parent entities, subsidiaries, and other entities in which it owns a substantial interest.

"Confidential Information" means information or data that is designated as confidential at the time of disclosure between the Parties or promptly identified as confidential in writing when furnished in tangible form or disclosed orally, and includes information, the confidentiality or proprietary nature of which, is or should be reasonably apparent from its inherent nature, quality or characteristics of such information.

"Contract" means the services contract that incorporates these General Terms and Conditions of Contract (Services). It includes contracts for services Issued by UNICEF, whether or not they are issued under a long-term arrangement or similar contract.

"Contractor" means the contractor named in the Contract.

"Deliverables" means the work products and other output of the Services required to be delivered by the Contractor as part of the Services, as specified in the relevant sections of the Contract.

"Disabling Code" means any virus, back door, timer or other limiting routine, instruction or design, or other malicious, illicit or similar computer code that may have the consequence (whether by design or unintentionality) of disabling, disabling, harming, circumventing security controls or otherwise impeding in any manner the normal operation or performance of (i) any software or service or (ii) any UNICEF Information system or network.

"End User" means, in the event that the Services or Deliverables involve the use of any Information systems, any and all UNICEF employees, consultants and other personnel and any other external users contracting with UNICEF, in each case, authorized by UNICEF to access and use the Services and/or Deliverables.

"Fee" is defined in Article 3.1.

"Host Government" means a Government with which UNICEF has a programme of development cooperation, and includes a Government of a country in which UNICEF provides humanitarian assistance.

Contractor's "Key Personnel" are: (i) Personnel identified in the proposal as key individuals (as a minimum, program managers, senior auditors) to be assigned for participation in the performance of the Contract; (ii) Personnel whose resumes were submitted with the proposal; and (iii) individuals who are designated as key personnel by agreement of the Contractor and UNICEF during negotiations.

"Parties" means the Contractor and UNICEF together and a "Party" means each of the Contractor and UNICEF.

Contractor's "Personnel" means the Contractor's officials, employees, agents, individual subcontractors and other representatives.

"Security Incidents" means, with respect to any information system, service or network used in the delivery of the Services or Deliverables, any event or events that: (a) indicates that the security of such information system, service, or network may have been breached or compromised and that such breach or compromise could likely compromise the security of UNICEF's Confidential Information or systems or impair UNICEF's operations; Security Incidents includes any actual, threatened or reasonably suspected unauthorized access to, disclosure of, use or acquisition of UNICEF Data that compromises the security, confidentiality, or integrity of the UNICEF Data, or the ability of UNICEF or End Users to access the UNICEF Data.

"Services" means the services specified in the relevant sections of the Contract.

"UNICEF Data" means any and all information or data in digital form or processed or held in digital form that (a) are provided to the Contractor by, or on behalf of, UNICEF and/or End Users under the Contract or through UNICEF's and/or End Users' use of the Services or in connection with the Services, or (b) are collected by the Contractor in the performance of the Contract.

"UNICEF Supply Website" means UNICEF's public access website available at http://www.unicef.org/supplyindex_procurement_policies.html, as may be updated from time to time.

1.2 These General Terms and Conditions of Contract, UNICEF's Policy Prohibiting and Combating Fraud and Corruption, the UNICEF's Policy on Conduct Preventing the Protection and Safeguarding of Children, the UN Supplier Code of Conduct and UNICEF's Information Disclosure Policy referred to in the Contract, as well as other policies applicable to the Contractor, are publicly available on the UNICEF Supply Website. The Contractor represents that it has reviewed all such policies as of the effective date of the Contract.

2. Provision of Services and Deliverables; Contractor's Personnel; Sub-Contractors

Provision of Services and Deliverables

2.1 The Contractor will provide the Services and deliver the Deliverables in accordance with the scope of work set out in the Contract, including, but not limited to, the time for delivery of Services and Deliverables, and to UNICEF's satisfaction. Except as expressly provided in the Contract, the Contractor will be responsible for all necessary personnel, equipment, material and supplies and for making all arrangements necessary for the performance and completion of the Services and delivery of the Deliverables under the Contract.

2.2 The Contractor acknowledges that, other than as expressly set out in the Contract, UNICEF will have no obligation to provide any assistance to the Contractor and UNICEF makes no representations as to the availability of any facilities, equipment, materials, systems or licenses which may be helpful or useful for the fulfillment by the Contractor of its obligations under the Contract. If UNICEF provides access to and use of UNICEF premises, facilities or systems (whether on site or remotely) to the Contractor for the purposes of the Contract, the Contractor will ensure that the Personnel or sub-contractors will, at all times: (a) use such access exclusively for the specific purpose for which the access has been granted and (b) comply with UNICEF's security and other regulations and instructions for such access and use, including, but not limited to, UNICEF's information security policies. The Contractor will ensure that only those of its Personnel that have been authorized by the Contractor, and approved by UNICEF, have access to UNICEF's premises, facilities or systems.

2.3 The Contractor will use its best efforts to accommodate reasonable requests for changes (if any) to the scope of work of the Services or time for provision of the Services or delivery of the Deliverables. If UNICEF requests any material change to the scope of work or time for delivery, UNICEF and the Contractor will negotiate any necessary changes to the Contract, including as to the Fee and the date schedule under the Contract. Any such agreed changes will become effective only when they are set out in a written amendment to the Contract signed by both UNICEF and the Contractor. Should the Parties fail to agree on any such changes within thirty (30) days, UNICEF will have the right to terminate the Contract without penalty notwithstanding any other provision of the Contract.

2.4 The Contractor will neither seek nor accept instructions from any entity other than UNICEF (or entities authorized by UNICEF to give instructions to the Contractor) in connection with the provision of the Services or development and delivery of the Deliverables.

2.5 Title to any equipment and supplies which may be provided to the Contractor by UNICEF, will remain with UNICEF. Such equipment and supplies will be returned to UNICEF at the conclusion of the Contract or when no longer needed by the Contractor in the same condition as when they were provided to the Contractor, subject to normal wear and tear. The Contractor will pay UNICEF the value of any loss or damage to, or deprecation of, the equipment and supplies beyond normal wear and tear.

Non-performing Services and Consequences of Delay

2.6 If the Contractor determines it will be unable to provide the Services or deliver the Deliverables by the date stipulated in the Contract, the Contractor will (i) immediately contact with UNICEF to determine the most expeditious means for delivery of the Services and/or Deliverables; and (ii) take necessary action to expedite delivery of the Services and/or Deliverables, at the Contractor's cost (subject the delay is due to force majeure as defined in Article 6.8 below), if reasonably so requested by UNICEF.

2.7 The Contractor acknowledges that UNICEF may monitor the Contractor's performance under
ANNEX A
GENERAL TERMS AND CONDITIONS

the Contract and may at any time exercise the quality of the Services provided and the Deliverables to determine whether or not the Services and Deliverables conform to the Contract. The Contractor agrees to provide us full cooperation with such performance monitoring and evaluation, as an additional pay or expense to UNICEF, and will provide relevant information as reasonably requested by UNICEF, including, but not limited to, the case of receipt of the Contract, detailed status updates, costs to be charged and payments made by UNICEF on pending. Neither the evaluation of the Services and Deliverables, nor failure to undertake any such evaluation, will relieve the Contractor of any of its warranty or other obligations under the Contract.

2.8 If the Services or Deliverables provided by the Contractor do not conform to the requirements of the Contract or are delivered late or incomplete, without prejudice in any of its rights and remedies, UNICEF can, at its option:

(a) by written notice, require the Contractor, at the Contractor's expense, to remedy its performance, including any deficiencies in the Deliverables, so UNICEF's satisfaction within thirty (30) days after receipt of UNICEF's notice for within such shorter period as UNICEF may determine, in its sole discretion, is necessary as specified in the notice;

(b) require the Contractor to refund all payments (if any) made by UNICEF in respect of such non-delivery or incomplete performance;

(c) procure all or part of the Services and/or Deliverables from other sources, and require the Contractor to pay UNICEF for any additional cost beyond the balance of the Fee for such Services and Deliverables;

(d) give written notice to terminate the Contract for breach, in accordance with Article 6.1 below, if the Contractor fails to remedy the breach within the cure period specified in Article 6.1 or if the breach is not capable of remedy;

(e) require the Contractor to pay liquidated damages as set out in the Contract.

2.9 Further to Article 11.5 below, the Contractor expressly acknowledges that if UNICEF takes delivery of Services or Deliverables that have been delivered late or otherwise not in full compliance with the requirements of the Contract, this does not constitute a waiver of UNICEF's rights in respect of such late or non-compliant performance.

Contractor's Personnel and Sub-Contractors

2.10 The following provisions apply with regard to the Contractor's Personnel:

(a) The provisions of Article 7 (Ethical Standards) will apply to the Contractor's Personnel as expressly stated in Article 7.

(b) The Contractor will be responsible for the professional and technical competence of the Personnel assigned to perform work under the Contract and will select professionally qualified, reputable and competent individuals who will be able to effectively perform the obligations under the Contract and who, while doing so, will respect the local laws and customs and conform to a high standard of moral and ethical conduct.

(c) The qualifications of any Personnel where the Contractor assigns or may propose to assign to perform any obligations under the Contract will be substantially the same as, or better than, the qualifications of any personnel originally proposed by the Contractor.

(d) At any time during the term of the Contract, UNICEF can make a written request that the Contractor replace one or more of the assigned Personnel. UNICEF will not be required to give an explanation or justification for this request. Within seven (7) working days of receiving UNICEF's request for replacement, the Contractor must replace the Personnel in question with Personnel acceptable to UNICEF. This provision also extends to Personnel of the Contractor who have "account manager" or "relationship manager" type functions.

(e) If one or more of Contractor's Key Personnel become unavailable, for any reason, for work under the Contract, the Contractor will (i) notify UNICEF as soon as practicable in writing; (ii) obtain the UNICEF contracting authority's approval prior to making any substitution of Key Personnel. In notifying the UNICEF contracting authority, the Contractor will provide an explanation of the circumstances necessitating the proposed replacement(s) and submit justification and qualification of replacement Personnel in sufficient detail to permit evaluation of the impact on the engagement.

(f) The approval of UNICEF of any Personnel assigned by the Contractor (including any replacement Personnel) will not relieve the Contractor of any of its obligations under the Contract. The Contractor's Personnel, including individual sub-contractors, will not be considered in any respect as being the employees or agents of UNICEF.

(g) All expenses of the withdrawal or replacement of the Contractor's Personnel will, in all cases, be borne exclusively by the Contractor.

2.11 The Contractor will obtain the prior written approval and clearance of UNICEF for all institutional sub-contractors it proposes to use in connection with the Contract. The approval of UNICEF of a sub-contractor will not relieve the Contractor of any of its obligations under the Contract. The terms of any sub-contractor will be subject to, and will be construed in a manner that is fully in accordance with, all of the terms and conditions of the Contract.

2.12 The Contractor confirms that it has read UNICEF's Policy on Conduct Promoting the Protection and Safeguarding of Children. The Contractor will ensure that its Personnel understands the obligations and procedures for the protection of the child in connection with the performance of the Contract, and that each contractor, employee, and sub-contractor will be given a copy of the Policy and a copy of the relevant section of the Contract.

2.13 The Contractor will supervise its Personnel and sub-contractors and will be fully responsible and liable for all services performed by its Personnel and sub-contractors and for their compliance with the terms and conditions of the Contract.

2.14 The Contractor will comply with all applicable international standards and national labor laws, rules and regulations relating to the employment of national and international staff in connection with the Services, including, but not limited to, laws, rules and regulations applicable to the payment of the employee's portion of income tax, social security, health insurance, worker's compensation, retrenchment, severance or other similar payments. Without limiting the provisions of this Article 2.14, the Contractor will be fully responsible and liable for, and UNICEF will not be liable for, any payment due to its Personnel and sub-contractors for their services in relation to the performance of the Contract; any action, omission, negligence or misconduct of the Contractor, its Personnel and sub-contractors; and any insurance coverage which may be necessary or desirable for the purpose of the Contract; the safety and security of the Contractor's Personnel and sub-contractors' personnel; or any costs, expenses, or claims associated with any illness, injury, death or disability of the Contractor's Personnel and sub-contractors' personnel, including, without limitation, any costs or losses incurred by any authority or entity must be separately identified. It is understood and agreed that the Contractor will not request any change to the Fee after the Services or Deliverables have been provided and that the Fee cannot be changed except by written agreement between the Parties before the relevant Service or Deliverable is provided. UNICEF will not agree to changes to the Fee for modifications or interpretations of the scope of work if those modifications or interpretations of the scope of work have already been initiated by the Contractor. UNICEF will not be liable to pay for any work or materials provided by the Contractor that are outside the scope of work or were not authorized in advance by UNICEF.

2.15 The Contractor will issue invoices to UNICEF only after the Contractor has provided the Services (or components of the Services) and delivered the Deliverables (or instalments of the Deliverables) in accordance with the Contract and to UNICEF's satisfaction. The Contractor will issue at least one (1) invoice in respect of the payment being sought, in the currency specified in the Contract and in the Contract, indicating the Contractor's identification number listed on the front page of the Contract; and provide a clear and specific description of the Services provided and Deliverables delivered, as well as supporting documentary for reimbursable expenses if any, in sufficient detail to permit UNICEF to verify the amounts stated in the invoice.

2.16 The Contractor must provide to the Contractor's Personnel any amount paid in respect of the penalty payment as a penalty on the date it is determined that the Contractor's Personnel is in breach of the Contract.
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representing direct taxes (except charges for utilities services) and customs restrictions, duties and charges of a similar nature in respect of articles imported or exported for UNICEF's official use in accordance with the exemption from tax in Article 11, Section 7 of the Convention of the Privileges and Immunities of the United Nations, 1946. In the event any governmental surcharge refuses to recognize this exemption from taxes, restrictions, duties or charges, the Contractor will immediately consult with UNICEF to determine a mutually acceptable procedure. The Contractor will provide full cooperation to UNICEF with regard to accruing UNICEF's exemption from, or relief of amounts paid as, value-added taxes or taxes of a similar nature.

3.4 UNICEF will notify the Contractor of any dispute or discrepancy in the invoice or item of any invoice. With respect to disputes regarding only a portion of such invoice, UNICEF will pay the Contractor the amount of the undisputed portion in accordance with Article 3.5 below. UNICEF and the Contractor will consult in good faith to promptly resolve any dispute with respect to any invoice. Upon resolution of such dispute, any amounts that have not been charged in accordance with the Contract will be deducted from the invoices to which they apply and UNICEF will pay any agreed remaining terms to the Contractor in accordance with Article 3.5 within thirty (30) days after the final resolution of such dispute.

3.5 UNICEF will pay the unapportioned amount of the Contractor's invoice within thirty (30) days of receiving both the invoice and the required supporting documents, as referred to in Article 3.2 above. The amount paid will reflect any discount(s) shown under the payment terms of the Contract. The Contractor will not be entitled to interest on any late payment or any sum payable under the Contract nor any accrued interest on payments withheld by UNICEF in connection with a dispute. Payment will not relieve the Contractor of its obligations under the Contract and will not be deemed to be acceptance by UNICEF of, or waiver of, any of UNICEF's rights with regard to, the Contractor's performance.

3.6 Each invoice will confirm the Contractor's bank account details provided to UNICEF as part of the Contractor's registration process with UNICEF. All payments due to the Contractor under the Contract will be made by electronic funds transfer to that bank account. It is the Contractor's responsibility to ensure that the bank details supplied to it by UNICEF are up-to-date and accurate and notify UNICEF in writing by an authorized representative of the Contractor of any changes in bank details together with supporting documentation satisfactorily to UNICEF.

3.7 The Contractor acknowledges and agrees that UNICEF may withhold payments in respect of any invoice if, in UNICEF's opinion, the Contractor has not performed in accordance with the terms and conditions of the Contract, or if the Contractor has not provided sufficient documentation to support the invoice.

3.8 UNICEF will have the right to set-off, against any amounts or credits due and payable by UNICEF to the Contractor under the Contract, any payment, indemnity or other claim (including, without limitation, any overpayment made by UNICEF to the Contractor) owing by the Contractor to UNICEF under the Contract or under any other contract or agreement between the Parties. UNICEF will not be required to give the Contractor prior notice before exercising this right of set-off (such notice being waived by the Contractor). UNICEF will promptly notify the Contractor after it has exercised such right of set-off, explaining the reasons for such set-off, provided, however, that the failure to give such notification will not affect the validity of such set-off.

3.9 Each of the invoices paid by UNICEF may be subject to a post-payment audit by UNICEF's external and internal auditors or by other auditors agreed by UNICEF, at any time during the term of the Contract and for the three (3) years after the Contractor's termination. UNICEF will be entitled to a refund from the Contractor of amounts such audit or audits determine were not in accordance with the Contract regardless of the reasons for such payment (including but not limited to the actions or inactions of UNICEF staff and other personnel).

4. Representations and Warranties; Indemnification; Insurance

4.1 The Contractor represents and warrants that as of the effective date and throughout the term of the Contract: (a) the Contractor has the full authority and power to enter into the Contract and to perform its obligations under the Contract and the Contractor is a legal, valid and binding obligation, enforceable against it in accordance with its terms; (b) all of the information it has previously provided to UNICEF, or that it provides to UNICEF during the term of the Contract, concerning the Contractor and the provision of the Services and the delivering of the Deliverables is true, current, accurate and not misleading; (c) it is financially solvent and is able to provide the Services to UNICEF in accordance with the terms and conditions of the Contract; (d) it has, and will maintain throughout the term of the Contract, all rights, licenses, indemnity and reimbursement necessary, as applicable, to provide the Services and deliver the Deliverables to UNICEF's satisfaction and to perform its obligations under the Contract; (e) the work product is and will be original to the Contractor and does not and will not infringe any copyright, trademark, patent or other proprietary right of any third party; and (f) except as otherwise expressly stated in the Contract, it has not and will not create any agreement or arrangement that restrains or restricts any person's rights as use, dispose of or otherwise deal with any names, marks or other work resulting from the Services. The Contractor will fulfill its commitments with the fullness regard to the interests of UNICEF and will refrain from any action which may adversely affect UNICEF or the United Nations.

4.2 The Contractor further represents and warrants, as of the effective date and throughout the term of the Contract, that it and its Personnel and sub-contractors will perform the Contract and provide the Services and Deliverables (a) in a professional and workmanlike manner; (b) with reasonable care and skill and in accordance with the highest professional standards according to professionals providing the same or substantially similar services in the same industry, (c) with priority equal to that given to the same or similar services for the Contractor's other clients and (d) in accordance with all laws, ordinances, rules, and regulations bearing upon the performance obligations under the Contract and the provision of the Services and Deliverables.

4.3 The representations and warranties made by the Contractor in Articles 4.1 and 4.2 above are made so as and for the benefit of (a) each entity (if any) that makes a direct financial contribution to UNICEF to procure the Services and Deliverables; and (b) each Government or other entity (if any) that receives the direct benefit of the Services and Deliverables.

4.4 The Contractor will indemnify, hold and save harmless and defend, at its own expense, UNICEF, its officials, employees, consultants and agents, each entity that makes a direct financial contribution to UNICEF to procure the Services and Deliverables and each Government or other entity that receives the direct benefit of the Services and Deliverables from and against any and all claims, demands, losses and liability of any nature or kind, including their costs and expenses, by any third party and arising out of the acts or omissions of the Contractor or its Personnel or sub-contractors in the performance of the Contract. This provision will exceed in that it is not limited to (a) claims and liability in the nature of workers' compensation, the product liability, and (b) any actions or claims pertaining to the alleged infringement of a copyright or other intellectual property rights or licenses, patent, design, trade-name or trade-mark arising in connection with the Deliverables or other liability arising out of the use of patented inventions or devices, copyrighted material or other intellectual property provided or licensed to UNICEF under the terms of the Contract or used by the Contractor, its Personnel or sub-contractors in the performance of the Contract.

4.5 UNICEF will report any such suits, proceedings, claims, demands, losses or liability to the Contractor within a reasonable period of time after having received actual notice. The Contractor will have sole control of the defense, settlement and compromise of any such suit, proceeding, claim, demand, except with respect to the waiver or defense of the privileges and immunities of UNICEF or any entity relating to UNICEF's privileges and immunities, including access relating to UNICEF's relations with Host Governments, which will be conducted by UNICEF.

4.6 The Contractor will comply with the following insurance requirements: (a) The Contractor will have and maintain in effect with reputable insurers and in sufficient amounts, insurance against all of the Contractor's risks under the Contract including, but not limited to, the risk of claims arising out of or related to the Contractor's performance of the Contract, including the following: (i) Insurance against all risks in respect of its property and any equipment used for the performance of the Contract; (ii) General liability insurance against all risks in respect of the Contractor and claims arising out of the Contractor in an aggregate amount to cover all claims arising from or in connection with the Contractor's performance under the Contract;
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(3) All appropriate workers' compensation and employer's liability insurance, or its equivalent, with respect to its Personnel and sub-contractors to cover claims for death, bodily injury or damage in property arising from the performance of the Contract;

(4) Such other insurance as may be agreed upon in writing between UNICEF and the Contractor;

(b) The Contractor will maintain the insurance coverage referred to in Article 4.6(a) above during the term of the Contract and for a period after the Contract terminates extending to the end of any applicable limitations period with regard to claims against which the insurance is obtained.

(c) The Contractor will be responsible to fund all amounts within any policy deductible or retentions.

(d) Except with regard to the insurance referred to in paragraph (a)(ii) above, the insurance policies for the Contractor's Personnel or sub-contractors required under this Article 4.6 will (i) name UNICEF as an additional insured; (ii) include a waiver by the insurer of any subrogation rights against UNICEF; and (iii) provide that UNICEF will receive thirty (30) days' written notice from the insurer prior to any cancellation or change of coverage.

4. Compliance with the insurance requirements of the Contractor will not limit the Contractor's liability either under the Contract or otherwise.

5. Liability

5.1 The Contractor will hold UNICEF harmless for all loss, destruction or damage to UNICEF's property caused by the Contractor's Personnel or sub-contractors in the performance of the Contract.

5.2 Intellectual Property Rights

5.2.1 Unless otherwise expressly provided for in the Contract:

(a) Subject to paragraph 5.3 hereof, UNICEF will be entitled to all intellectual property and other proprietary rights including but not limited to patents, copyrights and trademarks, with regard to products, processes, inventions, ideas, know-how, documents, data and other materials ("Contract Materials") that (i) the Contractor develops for UNICEF under the Contract and which bear a direct relation to the Contract or (ii) are produced, prepared or collected in consequence of, or during the course of, the performance of the Contract. The term "Contract Materials" includes, but is not limited to, all maps, drawings, photographs, plans, reports, recommendations, estimates, sketches and descriptions as developed by the Contractor and all other data compiled by or received by the Contractor.

(b) The Contractor shall, at all times during and after the performance of the Contract, hold all such intellectual property rights and other proprietary rights solely for the purposes of and in accordance with the requirements of the Contract.

5.3 Confidentiality

5.3.1 Confidential Information that is considered proprietary by either Party or is delivered or disclosed by one Party ("Discloser") to the other Party ("Recipient") during the course of performance of the Contract or in connection with the subject matter of the Contract will be held in confidence by the Recipient. The Recipient will use the same care and discretion to avoid disclosure of the Recipient's Confidential Information as the Recipient uses for its own Confidential Information and will use the Recipient's Confidential Information solely for the purpose for which it was disclosed to the Recipient. The Recipient will not disclose the Recipient's Confidential Information to any other party;

(i) except to those of its Affiliates, employees, officials, representatives, agents and sub-contractors who have a need to know such Confidential Information for purposes of performing obligations under the Contract; or

(ii) unless the Confidential Information (i) is obtained by the Recipient from a third party without restriction; (ii) is disclosed by the Discloser to a third party without any obligations of confidentiality; (iii) is known by the Recipient prior to disclosure by the Discloser; or (iv) is as a matter of law developed by the Recipient independently of any disclosures under the Contract.

5.3.2 If the Recipient receives a request for disclosure of UNICEF's Confidential Information pursuant to any judicial or law enforcement process, before any such disclosure is made, the Discloser will give UNICEF sufficient notice of such request in order to allow UNICEF to have a reasonable opportunity to oppose the disclosure or to seek a protective order or take such other action as may be appropriate and (ii) will to the extent consistent with the terms of the Contract, use the Recipient's Confidential Information to the extent required pursuant to or in response to orders of the governing bodies.

5.4 The Contractor may not communicate, at any time in any other person, Government or authority external to UNICEF, any information known to it by reason of its association with UNICEF that has not been made public, except with the prior written authorization of UNICEF; nor will the Contractor at any time use such information to private advantage.

5.5 Data Protection and Security

5.5.1 The Parties agree that, as between them, all UNICEF Data, together with all rights (including intellectual property and proprietary rights) title and interest to such UNICEF Data, will be the exclusive property of UNICEF, and the Contractor has a limited, non-exclusive license to access and use the UNICEF Data as provided in the Contract solely for the purpose of performing its obligations under the Contract. Except for the foregoing license, the Contractor will have no other rights, whether express or implied, in or to any UNICEF Data or its content.

5.6 The Contractor confirms that it has a data protection policy in place that meets all applicable data protection standards and legal requirements and that it will apply such policy in the collection, storage, use, processing, retention and destruction of UNICEF Data. The Contractor will comply with any guidance or conditions on access and disclosure notified by UNICEF to Contractor in respect of UNICEF Data.

5.7 The Contractor will use its reasonable efforts to ensure the logical segregation of UNICEF Data from other information so that access to any other information does not represent a security risk. The Contractor will use safeguards and controls (such as administrative, technical, physical, procedural and security infrastructures, facilities, tools, technologies, practices and other protective measures) that are necessary and sufficient to meet the Contractor's confidentiality obligations in this Article 5.7 as they apply to UNICEF Data. At UNICEF's request, the Contractor will provide UNICEF with copies of the applicable policies and a description of the safeguards and controls that the Contractor uses to fulfill its obligations under this Article 5.7; provided that any such policies and description provided by the Contractor will be treated as the Contractor's Confidential Information under the Contract. UNICEF may assess the effectiveness of these safeguards, controls and protective measures and, at UNICEF's request, the Contractor will provide to UNICEF, at its own expense, an audit of such safeguards, controls and protective measures. The Contractor will, at UNICEF's request, at its own expense, provide to UNICEF, at its own expense, an audit and assessment of any UNICEF Data located outside the jurisdiction of UNICEF or subject to any restrictions or limitations as to the provision of any UNICEF Data located outside the jurisdiction of UNICEF or subject to any restrictions or limitations.

5.8 Except as otherwise expressly stated in the Contract or as UNICEF expressly prior written instructions, the Contractor will not install any application or other software on any UNICEF device, network or system. The Contractor represents and warrants to UNICEF that the Services and Deliverables provided under the Contract will not contain any Disabled Code, and that UNICEF will not otherwise receive from the Contractor any Disabled Code in the performance of the Contract. Without prejudice to UNICEF's other rights and remedies, if a Disabled Code is identified, the Contractor, at its sole cost and expense, will remove all steps necessary to the removal and/or reconfiguration any such all UNICEF Data that by UNICEF and/or all others as a result of a Disabled Code; (b) furnish to UNICEF a corrected version of the Services without the presence of Disabled Codes; and (c) as needed, re-implement the Services.
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3.9 In the event of any Security Incident, the Contractor will, as soon as possible following the Contractor's discovery of such Security Incident and at its sole cost and expense: (a) notify UNICEF of such Security Incident and of the Contractor's proposed remedial actions; (b) implements any and all necessary damage mitigation and remedial actions; and (c) as directed by UNICEF, end client access to the Services. The Contractor will keep UNICEF reasonably informed of the progress of the Contractor's implementation of such damage mitigation and remedial actions. The Contractor, at its sole cost and expense, will cooperate fully with UNICEF's investigation of, remediation of, and/or response to any Security Incident. If the Contractor fails to resolve, to UNICEF's reasonable satisfaction, any such Security Incident, UNICEF can terminate the Contract with immediate effect.

Service Providers and Sub-Contractors

3.10 The Contractor will impose the same requirements relating to data protection and non-disclosure of Confidential Information, as are imposed upon the Contractor itself by this Article 5 of the Contract, on all service providers, sub-contractors and other third parties and will remain responsible for compliance with such requirements by its service providers, subcontractors and other third parties.

End of Contract

3.11 Upon the expiry or earlier termination of the Contract, the Contractor will:

(a) return to UNICEF all of UNICEF's Confidential Information, including, but not limited to, UNICEF Data, or, at UNICEF's option, destroy all copies of such information held by the Contractor or its sub-contractors and confirm such destruction to UNICEF in writing; and

(b) will transfer to UNICEF all intellectual and other proprietary information in accordance with Article 3.1(b).

6. Termination: Force Majeure

Termination by Either Party for Material Breach

6.1 If one Party is in material breach of any of its obligations under the Contract, the other Party can give it written notice that within thirty (30) days of receiving such notice the breach must be remedied (if such breach is capable of remedy). If the breaching Party does not remedy the breach within the thirty (30) days' period or if the breach is not capable of remedy, the non-breaching Party can terminate the Contract. The termination will be effective thirty (30) days after the non-breaching Party gives the breaching Party written notice of termination. The issuance of termination or adversarial proceedings in accordance with Article 9 (Privileges and Immunities, Settlement of Disputes) below will not be grounds for termination of the Contract.

Additional Terminals Rights of UNICEF

6.2 In addition to the terminations rights under Article 6.1 above, UNICEF can terminate the Contract with immediate effect upon delivery of a written notice of termination, without any liability for termination charges or any other liability of any kind.

(a) if a Party breaches any of the provisions of Articles 7.1, 7.2.5.1.1 (Confidentiality; Data Protection and Security); or

(b) if the Contractor breaches any of the provisions of Articles 7.2.5.1.1 (Confidentiality; Data Protection and Security); or

(c) if the Contractor is adjudged bankrupt, is liquidated, or becomes insolvent, or applies for a moratorium or stays any payment or repayment obligations, or applies to be declared insolvent, (ii) is granted a moratorium or a stay, or is declared insolvent, (iii) makes an assignment for the benefit of one or more of its creditors, (iv) has a receiver appointed on account of the insolvency of the Contractor, (v) offers a settlement in lieu of bankruptcy or receivership or (vi) has become, in UNICEF's reasonable judgment, subject to a materially adverse change in its financial conditions that threatens to substantially affect the ability of the Contractor to perform any of its obligations under the Contract.

6.3 In addition to the termination rights under Article 6.1 and Article 6.2 above, UNICEF can terminate the Contract at any time by providing written notice to the Contractor in any case in which UNICEF's advice applicable to the performance of the Contract or UNICEF's funding applicable to the Contract is invalid or terminated, whether in whole or in part. UNICEF can also terminate the Contract on sixty (60) day's written notice to the Contractor without having to provide any justification.

6.4 As soon as it receives a notice of termination from UNICEF, the Contractor will take immediate steps to bring the performance of any obligations under the Contract to a stop in a prompt and entirely manner, and in doing so, reduce expenses to a minimum, and will not undertake any further or additional commitments as of and following the date it receives the termination notice. In addition, the Contractor will take any other actions that may be necessary, or that UNICEF may direct in writing, in order to minimize losses or preserve any property, whether tangible or intangible, related to the Contract that is in the possession of the Contractor and in which UNICEF has or may be reasonably expected to acquire an interest.

6.5 If the Contract is terminated by either Party, the Contractor will immediately deliver to UNICEF any Stated work which has not been delivered and accepted prior to the receipt of a notice of termination, together with any data, materials, or work-in-process related specifically to the Contract. If UNICEF obtains the assistance of another party to continue the Services or complete any unfinished work, the Contractor will provide its reasonable cooperation to UNICEF in any necessary or repair in the event of migration of Services and transfer of any Contract-related data, materials, or work-in-process. The Contractor will in the same time return to UNICEF all of UNICEF's Confidential Information and will transfer to UNICEF all intellectual and other proprietary information in accordance with Article 5.

6.6 If the Contract is terminated by either Party, the Contractor shall deliver to UNICEF all Services and Deliverables provided to UNICEF's satisfaction in accordance with the Contract, but only if such Services and Deliverables were required or requested before the Contract; UNICEF's receipt of the notice of termination or, in the case of termination by the Contractor, the effective date of such termination. The Contractor will have no claims for any further payment beyond payments in accordance with this Article 6.6, but will remain liable to UNICEF for all fees or charges that may be suffered by UNICEF by reason of the Contractor's default (including but not limited to cost of the purchase and delivery of replacement or substitute Services or Deliverables).

6.7 The termination rights in this Article 6.6 are in addition to all other rights and remedies of UNICEF under the Contract.

Force Majeure

6.8 If one Party is rendered permanently unable, wholly, or in part, by reason of force majeure to perform its obligations under the Contract, the other Party may terminate the Contract on the same terms and conditions as are provided for in Article 6.1 above, except that the period of notice will be seven (7) days instead of thirty (30) days. "Force majeure" means any unforeseeable and irresistible events arising from causes beyond the control of the Parties, including acts of nature, such as war (whether declared or not), invasion, revolution, insurrection, terrorism or other acts or similar nature or force. "Force majeure" does not include (a) any event which is caused by negligence or intentional action of a Party; (b) any event which a diligent party could reasonably have been expected to take into account and plan for in time the Contract was entered into; (c) the insufficiency of funds, inability to make any payment required under the Contract, or any economic conditions, including but not limited to inflation, price escalations, or labour availability; or (d) any event relating from labor conditions or legal challenges for the Contractor (including civil suits) associated with location at which UNICEF is operating or is about to operate or is withdrawing from, or any event resulting from UNICEF's humanitarian, emergency, or similar response operations.

7. Ethical Standards

7.1 Without limiting the generality of Article 7 above, the Contractor will be required to maintain the highest standards of professional and technical competence of its Personnel including its employees and staff, for work under the Contract, reliable individuals who will perform effectively in the implementation of the Contract, respect the local laws and customs, and conform to a high standard of moral and ethical conduct.

7.2 (a) The Contractor represents and warrants that it is in no official of UNICEF or of any United Nations System organization which has received from or on behalf of the Contractor, or will be offered by or on behalf of the Contractor, any direct or indirect benefit in connection with the Contract, including the award of the Contract to the Contractor. Such direct or indirect benefit includes, but is not limited to, any gifts, favors or hospitality.

(b) The Contractor represents and warrants that the following requirements with regard to former
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UNICEF officials have been enjoined with not will be complied with:

6) During the one (3) year period after an official has requested from UNICEF, the Contractor may not make a direct or indirect offer of employment so that former UNICEF official if that former UNICEF official was, during the three years prior to separating from UNICEF, involved in any aspect of a UNICEF procurement process in which the Contractor has participated.

7) During the two (2) year period after an official has separated from UNICEF, this former official may not, directly or indirectly, be a beneficiary of a contract or sub-contract, in which the Contractor is a party or is sub-contracted to UNICEF, any matters that arise within such former official’s responsibilities while in UNICEF.

8. The Contractor further represents that, in respect of all aspects of the Contract (including the award of the Contract by UNICEF to the Contractor and the selection and awarding of sub-contractors by the Contractor), it is disclosed to UNICEF any situation that may constitute or potential conflict of interest or could reasonably be perceived as a conflict of interests.

9. The Contractor must refuse and represents that neither it nor any of its Affiliates, or its directors, is subject to any sanction or temporary suspension imposed by any United States organization, or other international non-governmental organizations. The Contractor will immediately disclose to UNICEF if it is any of its Affiliates or Personnel or directors, becomes subject to any such sanction or temporary suspension during the term of the Contract.

10. The Contractor will (a) observe the highest standards of ethics; (b) use its best efforts to prevent UNICEF from being charged, in its performance of the Contract, and (c) comply with the applicable provisions of UNICEF’s Policy Prohibiting Corruption and Bribery and Corruption. In particular, the Contractor will not engage, and will ensure that its Personnel, agents, and sub-contractors do not engage, in any corrupt, fraudulent, coercive, collusive or obstructive conduct as such terms are defined in UNICEF’s Policy Prohibiting and Combating Fraud and Corruption.

11. The Contractor will, during the term of the Contract, comply with (a) all laws, ordinances, rules and regulations governing the performance of its obligations under the Contract and (b) the standards of conduct required under the UN Supplier Code of Conduct (available at the United Nations Global Marketplace website - www.smg.org).

12. The Contractor must represent and warrants that neither it nor any of its Affiliates is engaged, directly or indirectly, in any activity inconsistent with the rules set out in the Convention on the Rights of the Child, including Article 32, or the International Labour Organization’s Convention Concerning the prohibition and Immediate Action for the Elimination of the Worst Forms of Child Labour, Nos. 182 (1999); or (c) in the manufacture, sale, distribution, or use of anti-personnel mines or components utilized in the manufacture of anti-personnel mines.

13. The Contractor represents and warrants that it has taken and will take all appropriate measures to prevent its Personnel including its employees or any employees of any subcontractor engaged by the Contractor to perform any services under the Contract. For these purposes, sexual activity with any person less than eighteen years of age, regardless of any consents relating to consent, will constitute the sexual exploitation and abuse of such person. In addition, the Contractor must not, and it hereby waives any rights of any kind to, terminate the Contract immediately upon notice to the Contractor, without any liability for termination charges or any other liability of any kind.

14. The Contractor will indemnify UNICEF as soon as it becomes aware of any incident or report that is inconsistent with the undertakings and representations provided in Article 7.

15. The Contractor acknowledges and agrees that each of the provisions in this Article 7 constitutes an essential part of the Contract.

16. UNICEF will endeavor to inform UNICEF, in its sole discretion and at its sole discretion, to suspend or terminate the Contract and any other contract between UNICEF and the Contractor with immediate effect upon written notice to the Contractor if: (a) UNICEF becomes aware of any incident or report that is inconsistent with, or the Contractor breaches any of, the undertakings and representations provided in this Article 7 or the equivalent provisions of any contract between UNICEF and the Contractor or any of the Contractor’s Affiliates, or (b) the Contractor or any of its Affiliates, or Personnel or
decisions becomes subject to any sanction or temporary suspension distributed in Article 7.3 during the term of the Contract.

17) In the case of suspension, if the Contractor takes appropriate action to address the relevant incident or breach to UNICEF’s satisfaction within the period stipulated in the notice of suspension, UNICEF may lift the suspension by written notice to the Contractor and the Contractor and all other affected contracts will resume in accordance with their terms. If, however, UNICEF is not satisfied that the matters are being adequately addressed by the Contractor, UNICEF may at any time, exercise its right to terminate the Contract and any other contract between UNICEF and the Contractor.

18. Any suspension or termination under this Article 7 will be without any liability for termination or other charges or any other liability of any kind.

8. Full Cooperation with Audits and Investigations

3. From time to time, UNICEF may conduct, inspections, post-payment audits or investigations relating to any aspect of the Contract including but not limited to the award of the Contract, the way in which the Contractors operate or perform, and the Parties’ performance of the Contract generally and including but not limited to the Contractors’ compliance with the provisions of Article 7 above. The Contractor will provide full and timely cooperation with any such inspections, post-payment audits or investigations, including but not limited to making its Personnel and any relevant data and documentation available for the purposes of such inspections, post-payment audits or investigations at reasonable times and on reasonable conditions, and granting UNICEF and those undertaking such inspections, post-payment audits or investigations access to the Contractor’s premises or reasonable conditions and in connection with making its Personnel and any relevant data and documentation available.

9. Privileges and Immunities: Settlement of Disputes

9.1 Nothing in or related to the Contract will be deemed a waiver, express or implied, deliberate or inadvertent, of any of the privileges and immunities of the United Nations, including UNICEF and its subsidiary organs, under the Convention on the Privileges and Immunities of the United Nations, 1946, or otherwise.

9.2 The terms of the Contract will be interpreted and applied without application of any system of national or sub-national law.

9.3 The Parties will use their best efforts to settle amicably any dispute, controversy or claim arising out of, or relating to, the Contract. Where the Parties wish to seek such an amicable settlement through conciliation, the conciliation will take place in accordance with the UNCITRAL Conciliation Rules then in force, or according to such other procedure as the Parties will agree between the Parties. Any dispute, controversy or claim between the Parties arising out of the Contract will not be resolved within ninety (90) days after one Party receives a request from the other Party for amicable settlement by referring to either Party to arbitration. The arbitration will take place in accordance with the UNCITRAL Arbitration Rules then in force. The venue of the arbitration will be New York, NY, USA. The decision of the arbitral tribunal will be final and binding on the Parties. Any award shall be enforceable in accordance with the law of the country in which the award is to be enforced.

10. Notices

10.1 Any notice, request or consent required or permitted to be given or made pursuant to the Contract shall be in writing, and addressed to the parties listed in the Contract for the delivery of notices, requests or consents. Notices, requests or consents will be delivered in person, by registered mail, or by confirmed e-mail transmission. Notices, requests or consents will be deemed received upon delivery (of delivery in person, upon signature of receipt (or delivery confirmed by registered mail) or twenty-four (24) hours after confirmation of receipt is sent from its addressee’s email address (if delivered by confirmed e-mail transmission).

10.2 Any notice, document or receipt issued in connection with the Contract must be consistent with the terms and conditions of the Contract and, in case of any ambiguity, discrepancy or inconsistency, the terms and conditions of the Contract will prevail.
ANNEX A
GENERAL TERMS AND CONDITIONS

10.3. All documents that comprise the Contract, and all documents, notices and records issued or provided pursuant to or in connection with the Contract, will be deemed to include and will be interpreted and applied consistently with the provisions of Article 9 (Privileges and Immunities; Settlement of Disputes).

11. Other Provisions

11.1. The Contractor acknowledges UNICEF’s commitment to transparency as outlined in UNICEF’s Information Disclosure Policy and confirms that it considers UNICEF’s public disclosure of the terms of the Contract to be in UNICEF’s interest as determined and by whatever means UNICEF determines.

11.2. The failure of one Party to object to or take affirmative action with respect to any conduct of the other Party which is in violation of the terms of the Contract will not constitute and will not be deemed to be a waiver of the violation or breach, or of any lesser violation, breach or wrongful conduct.

11.3. The Contractor will be considered as having the legal status of an independent contractor as regards UNICEF. Nothing contained in the Contract will be construed as making the Parties principal and agent or joint venturers.

11.4. The Contractor will not, without the prior written consent of UNICEF, assign, transfer, pledge or make any disposition of the Contract, or of any part of the Contract, or of any of the Contractor’s rights or obligations under the Contract.

11.5. No grant of time to the Contractor to cure a default under the Contract, nor any delay or failure by UNICEF to exercise any right or remedy available to UNICEF under the Contract, will be deemed to prejudice any rights or remedies available to UNICEF under the Contract or constitute a waiver of any right or remedies available to UNICEF under the Contract.

11.6. The Contractor will not seek or file any lien, attachment or other encumbrance against any moneys due or to become due under the Contract, and will not permit any other person to do so. It will immediately remove or obtain the removal of any lien, attachment or other encumbrance that is asserted against any moneys due or to become due under the Contract.

11.7. The Contractor will not advertise or otherwise make public for purposes of commercial advantage or goodwill that it has a contractual relationship with UNICEF or the United Nations. Except as regards references to the name of UNICEF for the purposes of annual reports or publications, the Contractor will not, in any manner whatsoever use the name, emblem or official seal of UNICEF or the United Nations, or any abbreviation of the name of the United Nations, in connection with its business or otherwise without the prior written permission of UNICEF.

11.8. The Contract may be translated into languages other than English. The translated version of the Contract is for convenience only, and the English language version will govern in all circumstances.

11.9. No modification or change in the Contract, and no waiver of any of its provisions, nor any additional contractual relationship of any kind with the Contractor will be valid and enforceable against UNICEF unless set out in a written amendment to the Contract signed by an authorized official of UNICEF.

11.10. The provisions of Articles 2.14, 2.5, 2.9, 4, 5, 7, 8, 9, 11.1, 11.2 and 11.7 will survive provision of the Services and delivery of the Deliverables and the expiry or earlier termination of the Contract.
ACCEPTANCE OF GENERAL TERMS AND CONDITIONS (ANNEX-A) IS MANDATORY.

ANNEXURES TO BE ATTACHED SEPARATELY WITH RFP:

ANNEX-B

TECHNICAL PROPOSAL - CONTENT & FORMAT

The technical proposal of the bidders should contain the following minimum information. Bidders are free to provide, any other information that they deem fit and relevant in support of their bid.

Section- 1. Contractor’s company/firm

a) In this section the contractor should highlight about their company, how it is organised (organisation structure), its capability and a brief about its key personnel, (beginning from 2016 and backward) for whom the contractor has undertaken similar assignments along with the name of the contact person and contact details of its clients.

b) Out of the above list, provide information of 3-5 assignments for which your company and your company’s personnel were contracted. Please highlight those assignments similar to the one requested by UNICEF. Please use the format specified in Annex-C.

Section-2: Description of the Approach, Methodology and Work Plan

Technical approach, methodology and work plan are key components of the Technical Proposal. You are suggested to present this section of the technical proposal into 4 chapters:-

a) Technical Approach and Methodology. In this chapter you should explain your understanding of the objectives of the assignment, approach to the services, methodology for carrying out the activities and obtaining the expected output, and the degree of detail of such output. You should highlight the problems being addressed and their importance, and explain the technical approach you would adopt to address them. You should also explain the methodologies you propose to adopt and highlight the compatibility of those methodologies with the proposed approach. DO NOT CUT AND PASTE TEXTS FROM THE TOR SHARED WITH YOUR COMPANY. The associated risks should also be highlighted and the methods to mitigate those risks should be proposed.

b) Work Plan. In this chapter you should propose the main activities of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the ToR and ability to translate them into a feasible working plan. A list of the final technical documents, including reports, drawings, and tables to be delivered as final output, should be included here.

c) Organization and staffing of the team for this assignment. In this chapter you should propose the structure and composition of your team which will be deployed for this assignment. You should list the main disciplines of the assignment, the key expert responsible and proposed technical and support staff along with their curriculum vitae (CVs).

d) Team composition and tasks assigned. Please provide the details as per the following

<table>
<thead>
<tr>
<th>Name of staff</th>
<th>Area of expertise</th>
<th>Position assigned</th>
<th>Firm</th>
<th>Task Assigned</th>
<th>No. of days of input</th>
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### Contractor's Experience - Format

<table>
<thead>
<tr>
<th>Assignment name:</th>
<th>Country:</th>
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<tbody>
<tr>
<td></td>
<td>Location within country:</td>
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<table>
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<tr>
<th>Name of Client:</th>
<th>Address:</th>
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<tr>
<th>Duration of assignment (months):</th>
<th>Total No of staff-months of the assignment:</th>
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<tbody>
<tr>
<td>Start date (month/year):</td>
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<tr>
<td>Completion date (month/year):</td>
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<tr>
<th>Approx. value of the contract (in current BDT):</th>
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<tr>
<th>Name of associated Contractors, if any:</th>
<th>No of professional staff-months provided by associated Contractors:</th>
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<table>
<thead>
<tr>
<th>Name of associated Contractors, if any:</th>
<th>Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader etc):</th>
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<tr>
<th>Narrative description of Project:</th>
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<tr>
<th>Description of actual services provided by your staff within the assignment:</th>
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ANNEX D

FINANCIAL DOCUMENT - SUMMARY AND BREAKDOWN OF PROFESSIONAL FEES & EXPENSES

(A) Professional Fees

<table>
<thead>
<tr>
<th>Name</th>
<th>Description of Role / Function</th>
<th>Number of person days</th>
<th>Suggested Fee rate</th>
<th>Estimated amount in BDT</th>
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Total Fees (A)

(B) Other Cost (Administrative cost for travel, stationery, communication, management fee, etc.)

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Total Fees (B)

(C) Travel Costs

<table>
<thead>
<tr>
<th>Category</th>
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<tbody>
<tr>
<td>Air travel</td>
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<tr>
<td>Rail Travel</td>
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<td></td>
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<tr>
<td>Local Transportation</td>
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Total Fees (C)

(D) Daily sustenance allowance of team member (DSA)

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Total Fees (D)

Total Proposed Cost (A) + (B) + (C) + (D)

VAT on the requested service – please mention the percentage (%) (where VAT is not applicable bidder should indicate 0%)

All travel should be budgeted for economy class.
PLEASE LINK THE PAYMENTS TO DELIVERABLES AS SPECIFIED IN THE TOR
(The bidder is free to propose additional payments linked to deliverables)

<table>
<thead>
<tr>
<th>S.No</th>
<th>Deliverables to be approved by UNICEF prior to submission</th>
<th>Amount in BDT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Submission and acceptance of inception report with details</td>
<td></td>
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<tr>
<td>2</td>
<td>Submission of draft report</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Submission of final report</td>
<td></td>
</tr>
</tbody>
</table>
ANNEX-E

TERMS OF REFERENCE FOR INSTITUTIONAL CONTRACT

<table>
<thead>
<tr>
<th>Title of the assignment</th>
<th>An Evaluation of the joint GoB-UNICEF Bangladesh WASH Programme</th>
</tr>
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<tbody>
<tr>
<td>Purpose</td>
<td>The purpose of the evaluation is to assess the fitness for purpose of the programme vision, strategies and approaches, targets and to build our knowledge based on strategies actually implemented, and thus determine what worked well, where, why and under which circumstances and to learn with the intended purpose of identifying lessons learnt/findings for contributing to the appropriate strategies design of the next country programme (2021-2025). Another objective of the evaluation is to develop (a) standalone value for money analysis of the programme results and (b) a standalone gender analysis of the programme’s design and results.</td>
</tr>
<tr>
<td>Location</td>
<td>Bangladesh: Dhaka and WASH programme areas</td>
</tr>
<tr>
<td>Estimated Duration</td>
<td>6 months (September 2019-February 2020)</td>
</tr>
<tr>
<td>Reporting to Technical Supervisor of this assignment</td>
<td>Research and Evaluation Specialist and WASH Specialist</td>
</tr>
</tbody>
</table>

Background and rationale:
Although Bangladesh has made progress towards achieving its goal of universal access to improved water supply and sanitation facilities, at the beginning of the current country programme (2017-2020), the country faced significant challenges in terms of the safety and sustainability of water supplies, sanitation and hygiene services. Despite the progress made in reducing open defecation rates to 1% (JMP, 2015), only 55% of the households inhabited by children under five use improved latrines. Although only 2% of the population are without access to an improved drinking water source, about 65% of the population lack access to drinking water that is arsenic safe and free from microbial contamination (MICS 2012-2013). Naturally occurring chemical contamination of drinking water is not limited to arsenic but includes salinity, manganese and iron.

The extreme environmental vulnerability of Bangladesh impacts negatively on the sustainability of water, sanitation and hygiene facilities and the frequent natural disasters compounds the anthropogenic microbial contamination of drinking water from the flooding and destruction of sanitation and drinking water facilities. Droughts, increased salinity, floods, cyclones compound the challenges faced by the most vulnerable populations in terms of access to safe and adequate WASH services in Bangladesh.

The WASH programme recognizes that gender influenced decisions about water have far-reaching consequences on human well-being as well as economic growth and social change. Collection of water is a crucial issue in Bangladesh, especially in rural and hard to reach areas. The burden of water collection is a critical determinant of time and labour management within a household. The MICS 2012-2013 survey notes that women and girls predominantly (88.8%) collect water for the family in comparison to adult men (5.4%) when the source of drinking water is not on the premises. In the lowest quintiles the burden on women is even higher (89.6%). The journey to the water points and the weight of the water vessel have health and security implications for females especially as in some hard to reach and/or rural areas, the water point may be several kilometres away from home. The time used to collect water further impacts upon the time needed to engage in more economically productive activities, household chores or the rights to learning of a child who may have to spend a considerable time to complete this daily chore.
Choices within the household about the means of treatment, storage, conveyance and the blend of sources drinking water place the decisions of women at the forefront of drinking water safety efforts. According to the MICS 2012-13, the use of an appropriate water treatment method within the household decreases the likelihood of childhood stunting by around 24 percentage points. Furthermore, choices by women within the household in relation to drinking water handling can reduce the pathways, duration and effect of exposure to arsenic.

Relatedly, household level care of drinking water has a significant influence over the quality of drinking water consumed because practices after collection can render safe water unsafe, or conversely make unsafe water safe. According to the MICS 2012-2013 report, of the small percentage using unimproved water sources, only about a quarter (25.6%) were using an appropriate water treatment method. Treatment of water by boiling was the most common method.

Variations are virtually non-existent between urban and rural areas but significant between different divisions (i.e. 45.1% in Barisal versus 0% in Rajshahi and Rangpur). Richer or higher education households were more than twice as likely to treat their water at home as compared to poorer or lower education households. Consequently an appropriate balance between men and women within households, in schools and hospitals and other institutions in decision making is fundamental to achieving the proposal's goal of scaling up drinking water safety.

In addition to addressing gender inequities related to access, use and control of safe water in Bangladesh, the proposed project will facilitate the use of a gender responsive, participatory approach at all stages of the project. Specifically, the project will advocate that WASH committees and national and sub-national committees are gender balanced and facilitate informed participation of woman in decision making. In addition, the different roles of women, men, boys and girls will be considered in the establishment/strengthening of functional water safety models and protocols; operationalizing drinking water safety policies and regulations; and human resource development.

Consequently, the programme was designed to facilitate informed decision making by women, by targeting females for awareness raising and capacity building at community, sub-national and national levels at different stages of programme development. Gender influenced decisions about water and sanitation have far-reaching consequences on human well-being as well as economic growth and social change. The burden of water collection which falls disproportionately on women in Bangladesh is a critical determinant of time and labour management within a household, including opportunities to harness life skills, access education and engage in economically productive activities with short and long term impact.

There is a strong articulation of the Government of Bangladesh's commitment to ensuring universal access to WASH services in policies and strategy documents, such as in the 7th 5-year plan (2016 -2020) 'Ensure access to safe drinking water and improved sanitation for all the urban and rural population of Bangladesh'. However, though investments by government and donor agencies have ensured that an additional 85 million people gained access to improved water sources and to sanitation between 1990 and 2015, it is estimated that by 2030 at the current rate of progress, 20 million people will still lack access to arsenic safe water and to improved sanitation facilities.

The underlying barrier for accelerated progress has been identified in key strategy and policy documents as the lack of harmonised sector wide approaches and the project-based nature of most interventions which limits systems strengthening and scaling up of successful projects (NWSP, 1998 and WASH Sector Development Plan, 2011 - 2025). A WASH Bottleneck Analysis conducted in the eight divisions of Bangladesh in 2018 identified the absence of area wide needs based plans as a common bottleneck.
The Evaluation of the joint GoB-UNICEF Bangladesh WASH Programme will take place ahead of the development of a new WASH strategy and a new country programme document (CPD) 2021-25. It will mainly draw on the results of a bottleneck analysis of the WASH sector and individual project evaluations, amongst others. Purpose of the evaluation is to assist the GOB-UNICEF WASH Programme in focusing support on areas of strategic importance for accelerating progress towards the SDGs, in particular SDG 6.1 and 6.2. To do so, the evaluation will provide evidence-based recommendations for strengthening the Programme going forward, building on proven results and success, and identifying high impact, areas and emerging opportunities for the next GOB/UNICEF WASH Programme.

- Joint GoB-UNICEF WASH Programme:

The GoB-UNICEF WASH Programme is in alignment with the 7th 5-year plan of the Government of Bangladesh and the Social Development pillar of the United Nations Development Assistance Framework (UNDAF) for Bangladesh 2017-2020. UNICEF’s support to the WASH sector in Bangladesh contributes directly to the UNICEF Bangladesh Country Programme 2017-20201 (CPD 2017-2020), leveraging UNICEF’s role as a knowledge-based strategic partner advocating for more equitable distribution of resources to ensure safe water, improved sanitation facilities and effective handwashing for children. Specifically, the two overarching objectives are:

- Improving the Quality, Equitable Access and Sustainability of Drinking Water Services in Communities and Institutions
- Improving the Quality, Equitable Access and Sustainability of Sanitation and Hygiene Services

The WASH Programme adopted an intersectoral and life-cycle approach, which recognises that while WASH inputs contribute directly to the realisation of the human rights to water and sanitation for all, through all stages of life, there are key points in a child’s/adolescent’s life when these inputs contribute to particular outcomes in other sectors. For example, water quality, sanitation and hygiene interventions that reduce diarrhoea morbidity in the period up to age 2 years also contribute to reducing the incidence of stunting, while the provision of water, sanitation and handwashing facilities in health care facilities can help reduce maternal and newborn mortality and enable a mother to wash herself after childbirth, safeguarding her dignity. Moreover, there is also a strong rationale for WASH programming in adolescents. According to the National Baseline Hygiene Survey (2014), 'Menstrual hygiene in schools for adolescent girls remains a key challenge, with impacts on health and on school absenteeism among girls; with three to five days missed per month, this equates to up to 20 per cent of school time. Access to safe water and sanitation is a key prerequisite for optimal development. Very few schools have a separate toilet for girls with facilities for menstrual management, and only 5 per cent conduct menstrual hygiene sessions. This often is regarded as a reason for parents to remove their daughter from school, reducing her development opportunities and increasing the likelihood of early marriage. In turn, only 42 per cent of out-of-school adolescent girls have knowledge about menstrual hygiene management at menarche, with a significant effect on their physical, social and mental well-being'.

Since 2012 UNICEF is supporting Dhaka WASA directly to provide legal water connections to the Low Income Communities (LIC)/Slums through signing an Memorandum of Understanding (MoU). Dhaka WASA, through their "Turn Around" program focussed on legal water connections to the LICs, seeing this as a win-win situation i.e. the poor people will get legal and safe water with lower price and Dhaka WASA will get revenue. This will also give dignity to the poor people, particularly the women/girls of the families, who are primarily responsible to fetch water, as they need not to go to the illegal water vendors to collect water, save time and money, etc. UNICEF responded to the appeal of Dhaka WASA and decided to support them in fulfilling their target of providing 100%
legal water connections for the poor slum dwellers. Now, UNICEF is working with Dhaka WASA, for the sustainability of this initiatives through city wide approach.

WASH Contributions Over the Child's Life Course:
- Infants and mothers: Increased dignity; Reduction of: Maternal disease and death; Neonatal mortality; Childhood stunting;
- Children 6 to 10: child-friendly and safe environment for learning;
- Adolescents: WASH facilities with MHM with the objective of keeping adolescents in school especially girls, nearby and safe sanitation facilities reduce exposure to violence, increase dignity;
- Cross-cutting:
  - Social Inclusion and Increased Awareness for Children’s Rights: Advocating for children's rights,
  - Social Protection, Enhancing capacity of decentralised structures;

The strategy employs upstream and downstream activities towards scaling up access to sustainable safe drinking water, improved sanitation and hygiene services in Bangladesh. Analysis of the Bangladesh WASH situation had revealed a strong need to integrate (a) systems strengthening (management information and monitoring/surveillance systems, institutional capacity building) with (b) integrated service delivery for maximum health impact. The priority actions are strengthening the enabling environment, demonstrating scalable service delivery models, innovations, mobilising of domestic resources, and undertaking surveys, studies and monitoring for evidence-based policy & programme development and monitoring.

In 2018, the UNICEF WASH Section supported the GoB to conduct an extensive WASH bottleneck analysis tool² (WASHBAT) and facilitate a Joint Sector Review to align sectoral plans with identified challenges. It uses multiple-deprivation analysis to focus efforts on the most vulnerable women and children. UNICEF’s WASH programme for the upcoming CPD aims to reposition itself in line with the findings of this WASHBAT and the recommendations of the advertised evaluation. The latter is therefore expected to use the WASHBAT as a starting point.

Key findings of the WASHBAT were:
- Absence of functional Operation and Maintenance strategies and standards for WASH in HCFs, schools and communities
- Absence of integrated needs-based plans appropriate to the specific context in the thematic groups and divisions that capture the specific and diverse needs of the vulnerable populations as well as harmonized indicators aligned with the SDG indicators.
- The poor alignment of key sector policies and strategies with emerging issues, gender and the SDGs
- WASH institutions have limited capacity especially in terms of human resources to fulfill their sector roles and responsibilities for sustainable service delivery at scale. Weak functionality of some of the support structures, absence of harmonized and current tools especially for community mobilization and hygiene education and training.
- Financial flows and commitment are unpredictable, not separated and ring-fenced for WASH at division level and other governmental tiers.
- Private sector is not incentivized and encouraged for sustainable WASH service delivery and for Operation and Maintenance.
- Tariff is not based on realistic review and there is no systematic review of the existing tariff system. Institutional roles and accountabilities regarding tariffs are not clearly defined and operationalized
- Absence of comprehensive policies of human resource strategy
- Weak sector monitoring system
- Absence of mechanisms and functional structures at the divisional level to facilitate communication between policy makers and technocrats; national and sub-national divisions; between sectors such as health, WASH and education and at the community level.
- Insufficient consideration of cross-cutting and emerging issues particularly gender

² Links to division consolidated reports: Barishal, Chattogram, Dhaka, Khulna, Mymensingh, Raishahi, Rangpur, Sylhet
Theory of Change:
The Theory of Change can be found in the UNICEF WASH strategy for the Country Programme (2017-2020). It is based on a recognition of the gap between access to and quality of WASH services, policy and practice and the huge impact climate change has on the sustainability of wash facilities due to the environmental vulnerability of Bangladesh. The TOC recognises the gaps in the evidence base of the quality of WASH services as well as their contribution to other outcomes such as gender equality, maternal and neo-natal health, and education. Analysis of the Bangladesh WASH situation had revealed a strong need to integrate (a) systems strengthening (management information and monitoring/surveillance systems, institutional capacity building) with (b) integrated service delivery for maximum health impact. The ToC thus comprises upstream (e.g. scalable service delivery models, leveraging domestic resources, technical designs and national guidelines) and downstream activities (e.g. behaviour change, scaling up models such as ODF or arsenic free communities to districts to reach the SDGs, private sector engagement) to achieve these objectives.

The results of the WASH programme contribute towards the outcome results of the CPD:

- **Outcome 1**: By 2020, women, infants and young children in Bangladesh, especially the most disadvantaged (with disabilities or living in urban, remote and disaster-prone areas), access and utilize high-quality social services in a safe environment, and their families are empowered to practise positive behaviour.
- **Outcome 2**: By 2020, boys and girls of primary-school age, especially the most disadvantaged, live and are learning equitably in an inclusive, healthy, safe and resilient environment.
- **Outcome 3**: By 2020, adolescent girls and boys in Bangladesh, especially the most disadvantaged, access and utilize high-quality basic social services in a safe and protected environment, and are resilient and empowered as active agents of change.
- **Outcome 4**: By 2020, an enhanced policy environment and national and subnational systems are in place for the realization of child rights, with a focus on equity, guided by knowledge and evidence.

WASH results are measured by three key WASH outputs, as described in the CPD:

- **Output 1.3**: By 2020, the quality of integrated service delivery and effective coverage have been strengthened in national and subnational WASH systems to support the well-being of children under five years and their mothers, in emergency and non-emergency situations, including urban.
- **Output 2.1**: By 2020, national and subnational WASH systems have the technical, management and financial capacities to provide high-quality water and sanitation services including children with disabilities and children in hard-to-reach areas, urban and in emergency and non-emergency situations.
- **Output 3.3**: By 2020, the Government and stakeholders in the WASH sector, at national and subnational level, have increased capacity to expand and deliver a package of quality services for adolescent boys and girls, aged 10 to under 18, in emergency and non-emergency situations, and urban settings.

In addition, the TOC addresses the following cross-cutting issues: gender, climate change as well as emergencies and contains intersectoral actions such as WASH in schools, WASH in healthcare facilities and WASH and nutrition for babies.

Geographical Scope of the UNICEF WASH supported programme:

The programme focuses its intervention on the most deprived populations in hard-to-reach and arsenic prone areas, bearing in mind the commitment in the Government-UNICEF WASH Development Project Proposal (DPP 2015 -2019) to intervene in specific areas.  

At the beginning of this UNICEF Country Programme, 50 Upazilas in 24 districts were targeted as UNDAF priority areas, based on the criteria of:

- Child deprivation Index;
- Vulnerability with regard to low performing;

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3 40 upazilas in 28 districts and 15 Pourshavas
• High Child Marriage and vulnerability to Climate change;
• UNICEF Footprint and presence of development partners and anecdotal data available.

Later to comply with government/national policy and priority for safe water, sanitation and hygiene, under Development Project Proposal (DPP) with government counterpart Department of Public Health Engineering (DPHE), 40 Upazilas in 28 districts and 15 City Corporations/Pourashavas have been selected. These Upazilas have been selected based on i) child deprivation index; ii) poverty; iii) food security; iv) open defecation; v) arsenic contamination and vi) hard to reach areas in line with UNDAF.

The priority City Corporations/Pourashavas have been selected considering possible overlap with the UNDP supported UPPR project in order to facilitate joint programming. The project areas under DPP and UNDAF are listed in the Annex 1: Project Area. It is to be noted that this project has WASH emergency preparedness and response components. In case of any manmade or natural emergency the project provided support for response, early recovery and long-term rehabilitation and development in the affected areas and host communities where emergency has occurred in Bangladesh.

• Implementing Partners

The GOB-UNICEF Programme is implemented in partnership with the lead ministry with statutory responsibility for water, sanitation and hygiene services in the country, The Ministry of Local Government and Rural Development and its implementing agencies such as the Department of Public Health Engineering and the Policy Support Branch. Other partners include the Ministries of Health, Education, Environment and their implementing agencies.

• Donors
The main donors are DFID, SIDA, SDC, through thematic and non-thematic funding. Other funding sources span German Natcom, Norwegian Natcom, among others.

There is a need to carry out an evaluation of the UNICEF WASH programme between 2017 to date, to provide an understanding of the relevance, effectiveness, efficiency and sustainability of the WASH programme within this country programme and to make recommendations to increase the direct and indirect contribution of the UNICEF WASH Programme to the Bangladesh country and global priorities.

Monitoring system
UNICEF works with the Government and different stakeholders to monitor progress by the WASH Programme. Government and sector partners toward achievement of the results of the Country Programme 2017-2020 as well as the more ambitious and transformational SDG goals. Activities towards this goal comprise:
• Supporting the Government and sector with the development of SDG-relevant, gender- and age-disaggregated indicators and harmonisation of routine data collection tools for WASH, including real-time monitoring tools
• Facilitating the integration, dissemination and utilisation of key WASH data in education, health, nutrition and child protection monitoring systems
• Providing sector leadership in national-level surveys such as MICS and participation in the Global Analysis and WHO-UNICEF Joint Monitoring Programme platforms
• Convening and participating in joint review meetings with the water, health, nutrition and education institutions
• Facilitating the establishment/strengthening of community-, sub-national and national-level monitoring and surveillance systems for WASH in communities
• Supporting the development of an integrated WASH Management Information System with public access

Progress toward the achievement of the outputs and Outcomes of WASH inputs to the UNICEF Country Programme have been be monitored overall by:
• Developing and utilising results-based Rolling Work Plans, an integrated Monitoring and Evaluation Plan, the Harmonised Approach to Cash Transfers Assurance Plan, and the rolling Annual Management Plan, to track results and provide quality assurance for timely decision making
• Implementing the WASH Bottleneck Analysis Tool (WASH-BAT) and Monitoring for Equity and Results
• Regular joint review meetings with health, education, nutrition and child protection partners at national and sub-national levels, as highlighted above, along with institutionalisation of third-party monitoring
• Building on bottom-up planning processes and ensuring regular programme visits by Dhaka and zonal-level WASH colleagues

Existing information sources:

Identify relevant information sources that exist and are available, such as:
• Monitoring systems and/or evaluations (provide an appraisal of quality and reliability)
• Project documents and reports for the period
  ▪ WASH Programme COAR and RAM 2017; 2018
  ▪ WASH Programme mid-year and annual Reports 2017; 2018;
  ▪ SIDA Projects – Project Document and Annual Donor Reports;
  ▪ ASWA I and ASWA II Project Document and annual report, which also include a detailed VFM analysis;
  ▪ Thematic Funds.../Netherland funded project
  ▪ Urban WASH-Donor report
  ▪ Dhaka Water and Sewerage Authority (DWASA) lessons learnt document:
  ▪ SDC annual reports 2017, 2018
  ▪ GoB-UNICEF WASH Development Project Proposal (DPP) 2015-2019
  ▪ UNICEF WASH Programme Strategy Note, 2017-20
  ▪ Country Programme Document (CPD) 2017-20
  ▪ UNDAF 2017-2020
  ▪ Gender Programmatic Review of current CPD 2017-2020
  ▪ Situation Analysis of Women and Children in Bangladesh 2016

• Trip reports of relevant UNICEF programme staff
• Major Strategy /Guidelines developed;
  ▪ Sanitation Marketing Guidelines
  ▪ IRF-FSM
  ▪ IRF-FSM/National Action Plan for Pourashava (draft)
  ▪ IPAM
  ▪ Arsenic Primer UNICEF
  ▪ Arsenic Policy Brief 2018
  ▪ Arsenic Safe Union Concept
  ▪ National Consolidated WASHBAT report

• Surveys, studies, evaluations for the period of 2017-2018
  ▪ ASWA II baseline;
  ▪ WASH inventory;
  ▪ Field Notes Urban WASH;
  ▪ National Hygiene Baseline 2018
  ▪ Sanitation Marketing System Project MTR 2018
  ▪ WASH budget tracking
  ▪ MICS water quality thematic report
  ▪ SIDA water quality surveys
  ▪ SIDA baseline surveys
  ▪ SIDA Drinking Water Quality report, Challenges, Evidence and Priority Recommendations
  ▪ Conference papers and abstracts
  ▪ SWA 2018 country brief

• Data from government offices
  ▪ MIS GIS data/Water Point mapping
• Meetings with Partners/donors...
• WASH Programme Activity Reports

2. Purpose/Objective of the assignment:

The purpose of the evaluation is to assess the fitness for purpose of the programme vision, strategies and approaches, targets and to build our knowledge based on strategies actually implemented, and thus determine what worked well, where, why and under which circumstances and to learn with the intended purpose of identifying lessons learnt/findings for contributing to the appropriate strategies design of the next country programme (2021 -2025). Another objective of the evaluation is to develop (a) a stand alone value for money analysis of the programme results and (b) a stand alone gender analysis of the programme’s design and results.

2.1 Specific objectives:

- Assess the relevance of the WASH Program Strategy to the country priorities and context as well as the global priorities (SDG 6.1, 6.2) and make recommendations
- Assess the effectiveness, efficiency, sustainability, impact and gender responsiveness of the UNICEF WASH Program and value for money of the results during the country program period
- Generate evidence on how gender has been integrated into the WASH programme
- Identify the WASH programme strengths, weaknesses, threats and opportunities to move into emerging areas such as climate change within the program intervention framework of Evidence Generation, Policy Dialogue and Advocacy, Equity-Responsive and Resilient Service Delivery, Partnerships and Participation
- Assess performance and identify opportunities for the WASH Programme regarding environmental sustainability, climate change and natural hazards and other emerging areas;
- Generate recommendations that inform the drafting of the next WASH strategy note in the next Country Programme 2020-2024

Evaluation Criteria

The evaluation will be informed by the OECD DAC criteria of relevance, effectiveness, efficiency, impact and sustainability.

The preliminary evaluation questions are articulated around the key objectives and scope of the exercise and further focus the evaluation criteria. Once the evaluation team acquires a clear understanding of the logic and rationale of the programme, as well as the extent of implementation of the Programme, the team will further refine the evaluation questions as well as develop the evaluation matrix for this exercise during the inception phase, detailing all evaluation questions, assumptions to be assessed, indicators, and sources of information. The potential usefulness as well as feasibility of each proposed evaluation question will be assessed in close collaboration with the ERG with a view to determining the final set of questions. The bidding team can suggest changes to the evaluation questions in the proposal, as long as it clearly mentions how the original question is being captured and the reasoning behind the changes. There is no scope for increasing the number of questions. The bidder can suggest to reduce the number of questions, as long as the proposed question set allows for all initial dimension and questions to be covered.

Indicative areas for investigation and preliminary evaluation questions are as follows:

Relevance/Appropriateness

1. How appropriate are the WASH programme’s ToC, selected strategies and interventions to address the key WASH gaps and reach the most vulnerable populations, equitably, as identified in the Situation Analysis (SITAN) and other Gov documents? Are there any recommended changes to the TOC for the next Country Programme?

2. How well are gender related issues, barriers, and opportunities analysed and addressed within the ToCs and the programming strategies of the WASH programme?
3. How well is the program preparing for changing needs as Bangladesh transits to a middle-income country (MIC)? (staffing considerations, resource mobilisation and partnerships) and what are the recommendations for program components review, upscaling, downsizing and elimination?

4. How well is the programme preparing for climate change impacts, continuing environmental degradation, urbanization and population (youth) trends?

5. Where within the WASH Sector has the UNICEF WASH Programme been established as a critical actor that must remain present? Where has UNICEF not achieved critical status and needs to either become better or to consider engagement in favor of a better equipped stakeholder?

Effectiveness

6. How effective has the programme been in achieving its expected results facilitating the i) Improvement of quality, equitable access and sustainability of drinking water services in communities and institutions and ii) the Improvement of the quality, equitable access and sustainability of sanitation and hygiene services? When answering this question keep in mind:
   o Factors enabling/supporting or hindering the attainment of the results. In particular, how the implementing strategies presented in the CPD and the WASH strategy note played a role for achieving (or not) expected results
   o Implementation related factors related to programme management, supervision and monitoring as well as existing mechanisms to set up working partnerships with the government and implementing partners
   o Changes that need to be considered in the future for better results
   o Gender dimensions and considerations in the achievement of results
   o Equity dimensions of the results (including geographic, ability, location, wealth as minimum considerations for analysis)

7. How effective was the programme in identifying successful interventions for innovation and scaling up and identifying the right systems for scaling up though the appropriate equitable partnerships and systems e.g public, private-public and tri-sector partnerships?

8. Is the country programme structure of a life cycle approach where different sections work jointly within outcomes (life phases) conducive to achieving the results of the WASH programme?

Impact

9. How successful has the programme been to date in contributing to the achievement of the multi-level program results of the Country Programme Document?
   o Is there evidence of achieved impact and outcomes? (consider direct and indirect contributions and intended and unintended outcomes, both positive and negative)
   o How have the results been equitably achieved i.e distributed among different groups of society (according to wealth, vulnerability, gender, disability status, geographical areas, etc.)?
   o How has the sector been influenced/impacted in terms of gender responsive programming within the sector, partner institutions and at community level?

10. To what extent are these (early) gains directly attributable to the programme’s interventions?

Efficiency

11. How successfully has UNICEF coordinated with other key actors (e.g., implementation partners, Ministry of Local Government, Rural Development and Cooperatives, Ministries of Education, MoFH, and other line ministries, other entities conducting complementary interventions) to ensure non-duplication of efforts, maximization of its competitive advantage a clear delineation of roles and responsibilities within joint programmes, and the overall success of the programme’s implementation?

12. To what extent have the costs been kept to an optimal level considering the budget available, the results to be achieved and the context? If they costs have not been kept to an optimal level, why?

13. Have the results been achieved within the expected timelines?

14. Has the Bangladesh Country Office and Zonal office human resources and skills been put to best use and what are the recommendations for greater impact and increased competitive advantage of the organization and the GoB-UNICEF WASH program?

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1 We expect this transition to come a continuous increase in the role of government budget and government's role in the WASH sector, as well as a potential decrease in development assistance.

2 The inception report will need to make clear which factors are being considered and included accordingly in the data collection tools.
15. What is the value for money of the Bangladesh WASH programme results in terms of efficiency, effectiveness, economy and unintended outcomes taking into consideration the various delivery modes of the program? OECD define value for money as "the optimum combination of whole-life cost and quality (or fitness for purpose) to meet the user’s requirement. It can be assessed using criteria of economy, efficiency and effectiveness". Thus, the value for money analysis proposed for this evaluation should draw many of its components from the evaluation criteria and evaluations questions mentioned above, and complemented by additional ones that allow for a comprehensive value for money analysis as further defined in the methods section.

Sustainability

16. How successful has the programme been in equipping the government and strengthening government systems to scale-up and sustain the successfully proven interventions once UNICEF support comes to an end?
   o Consider exit strategies and mechanisms for replication and scaling up
   o Have the relevant stakeholders been adequately trained and their capacities strengthened to ensure effective service provision?
   o Have operation and maintenance (O&M) and sustainability (including financial sustainability) issues been adequately addressed and has awareness been created?
   o Is the monitoring system effectively used by the public authorities and are visits (random and regular) planned for the post completion monitoring?

17. How successful has the programme been in creating an enabling environment for sustaining results and influencing institutional awareness about gender at all levels? (Consider factors such as local ownership, demand for services, positive social norms, etc.)

Looking into the future, how can the WASH programme best leverage appropriate partnerships with the private sector and other new partnerships to enhance financial, social and environmental sustainability sustainability of the results achieved, and the WASH program in the next country?

3. Duty station:

Overall duty station can be the base country of the evaluation team. However, the team leader and key team members are expected to be in Bangladesh for the appropriate amount of time needed to ensure proper understanding of the programme and its context, for participation in key consultations and for ensuring high quality of the evaluation products. The bidders are expected to describe in the proposal when the visits will take place and who will be part of the mission. It is expected that the team leader leads key presentations, even when done through Skype. As the evaluation is taking place in Bangladesh, meetings, skype calls and other interactions are expected to take place within Bangladesh working week working hours (Sunday-Thursday), 8:00-16:30 BST.

4. Description and scope of assignment:

The assignment is an evaluation of the UNICEF WASH Country Programme strategy and its implementation through the GoB-UNICEF WASH program using the DAC criteria of relevance, efficiency, effectiveness, impact and sustainability as well as value for money. The time period of the evaluation is expected be within the current country program context (2017 to date), however to facilitate interpretation a comparison between the previous country program and the current program will be necessary, especially in terms of the change in program strategy from a service delivery focus to more upstream interventions. The findings and recommendations of the evaluation is expected to inform the review of the current country program and the development of the next country program and GoB-WASH program.

The primary beneficiaries of the evaluation will be UNICEF Global, Regional and Country offices, while secondary beneficiaries will be the government institutions and agencies that UNICEF collaborates with on the GoB-UNICEF WASH program and the signatories to the UNICEF rolling workplan and the GoB-UNICEF cooperation agreement (2015-2019) as well as Donor agencies. Funding for this assignment will be provided by UNICEF and the consultants will report directly to UNICEF.
Temporal coverage. The evaluation will cover the WASH programme under the current Country Programme (2016-2020), from its onset until the time of the conduct of the evaluation (Q3 2019).

Geographical scope. The evaluation will cover the upstream work undertaken at the national level and the downstream work that happens in the selected WASH districts mentioned in the background (please see annex 1). The evaluation will have a sector wide context and will cover urban and rural, hard to reach areas, systems strengthening as well as community interventions within the UNICEF Bangladesh priority areas as well as the GoB-WASH program intervention areas.

Content. The evaluation will cover all activities planned and/or implemented during the period under evaluation. The evaluation will focus primarily on the progress towards achieving outputs and contribution to outcomes in the Theory of Change and results frameworks presented. The unit of analysis will be the programme as a whole, as opposed to the discrete interventions, as for these specific studies or research activities have been developed. The assignment will cover all the components of the UNICEF WASH program, water, sanitation, hygiene, systems strengthening, humanitarian response and the cross-cutting areas of gender, equity, disparities and climate change. Please note that an extensive evaluation of the WASH response in the Rohingya crisis has already been undertaken. Therefore, the focus on WASH in emergencies and humanitarian response should not focus on the Rohingya crisis, rather on all other emergency response that UNICEF undertakes in Bangladesh. The Rohingya response should be only considered in as far as the response might have affected the “regular” WASH programme given its size and scope.

Additional stand-alone elements. Taking advantage of the vast amount of information and analysis that will go into the evaluation, two stand alone analytical documents will be part of the evaluation. I) A stand alone Value for Money assessment is also within the scope of the evaluation. It should cover the WASH Programme in the timeframe of the current country programme, up to the time of the assessment. II) A stand alone gender assessment is also within the scope of the evaluation. It should cover the WASH Programme in the timeframe of the current country programme, up to the time of the assessment. It should assess how the program has addressed gender inequities related to access, use and control of WASH services in Bangladesh; facilitated the use of a gender responsive, participatory approach and advocated and facilitated informed participation of women in decision making at all levels of institutions; by designing interventions to target females for awareness raising and capacity building at community, sub-national and national levels at different stages of programme development and incorporated gender responsive indicators into the monitoring framework and proffer recommendations.

Accountability, Attribution and Contribution. The evaluation will recognize that the WASH Programme is a joint programme with the Government of Bangladesh and that many other actors also play an important role in achieving results. To some extent, it is more fitting to speak of UNICEF’s contribution to the results, as opposed to attribution of results achieved (or not achieved) to UNICEF or any other partner single-handedly. At the same time, considering UNICEF’s predominant role in some key areas, attribution might be ascertained in some cases. The evaluation team shall only ascribe attribution to UNICEF where such claims are appropriate and evidence-driven.

4.2 Methodology:

The WASH programme evaluation will need to be conducted using a mixed methods approach that reaches out and covers various sources of both quantitative and qualitative data. The bidders will need to show in the proposal outstanding command of different methods available that will ensure a high quality evaluation, and thus this section is under-described on purpose. However, some elements that are expected to show up in the evaluation and that should be expanded upon in the proposal are the following:

4.3 Methods for data collection

- Desk review: Of existing literature and grey literature, as well as of existing programme documents, policy, legislative, institutional, financial and environmental frameworks, and other relevant documents that have been produced in Bangladesh and in relevant similar contexts. This is expected to take place during the inception period, and should help identify knowledge gaps, should start informing the evaluation matrix and should help develop the data collection tools. The desk review will also include
existing evidence and research of the individual interventions currently under the programme. (A list of some of the relevant documentation is attached). In the specific case of Gender, the office has concluded a Gender Programmatic Review [GPR], which is currently under revision. The GPR is a corporate process that examines the satisfactory coverage of gender themes as well as the organizational structure in support of gender. A sub-section on WASH is included in the GPR, and may be absorbed into the stand-alone Gender report. The gender methodology should build from the GPR, paying special attention to the recommendations as a guide to activities to include in this assignment.

**Review of secondary quantitative data:** Bangladesh is a data rich country, especially when it comes to data that is representative to the district level. The following datasets should be used to assess outcome and impact level indicators, as well as access to some services:

- MICS 2013-2014: Data available for all districts and possibly can be used as baseline or point of comparison
- MICS 2019: Data collection is almost complete. It is expected that key indicators can be used for internal analysis in this evaluation
- ECBSS: Data on effective coverage of social services at district level.
- MICS Water Quality Thematic Report
- Tea Gardens survey
- Urban Slum survey

**Quantitative data collection:** It is suggested that an online survey is used to collect responses from UNICEF, other UN agencies and other partners. The inception report will need to contain the questionnaire and guidance to the online survey process. If a different way of collecting data is perceived superior, or if the high risks of non-response rates are perceived to high by the bidder, alternatives can be suggested in the proposal.

This evaluation does not foresee any household surveys to take place, given the rich amount of information available. However, social media can be used to explore certain evaluation questions with adolescents. Bangladesh has a large number of Facebook and u-report users which can be accessed through Facebook and u-report polls. These are non-representative samples of adolescents, but can be used nonetheless to get a stronger understanding of some of the key areas of the evaluation, especially around outcome and impact level changes. As this tool may leave out opinions from the most marginalized, efforts need to take place through the qualitative data collection to ensure the voices of the marginalized are heard.

**Qualitative data collection:** Focus group discussions and key informant interviews with key stakeholders will be conducted. (A list of relevant stakeholders is provided, though the consultants have the flexibility of adding or removing from this list). When organizing focus group discussions, attention will be given to ensure: gender balance, geographic distribution, and cultural sensitivity, representation of population groups and representation of the stakeholders/duty bearers at all levels (policy/service providers/target groups/communities). The evaluation team must detail the characteristics of each sample: how it is selected, the rationale for the selection, and the limitations of the sample for interpreting evaluation results.

**Expected Respondents**

- Key informant interviews will be held with duty bearers i.e. representatives of the institutions that are signatories to the UNICEF workplan, which span education, health and WASH and local government (a comprehensive list is attached)
- Stakeholder consultations will be held with key informants noted above as well as the members of the local consultative group for WASH and other relevant stakeholders
- Right holders will be targeted in a way that reflects vulnerabilities, gender dimensions, hard to reach areas and socio-economic context.
- Implementing partners as well as third party monitors that have been involved in UNICEF program
**Sampling Methodology and Sample Size**

The key informant interviews will span the national stakeholders and all the six UNICEF zonal office locations.

A stratified sampling method will be used to ensure that field level assessment, key informant interviews and focus group discussion cover all zonal offices with random selection of a representative number of the program districts, upazillas, unions and communities. The final list of selected locations will need to be included in the inception report and validated by the reference group.

**Methods for data analysis**

The evaluation matrix will provide the guiding structure for data analysis for all components of the evaluation. The evaluation questions will be used to structure data analysis. The following methods of data analysis and synthesis are encouraged to be used:

- **Descriptive analysis** - to identify and understand the contexts in which the programme has evolved, and to describe the types of interventions and other characteristics of the programme.

- **Content analysis** - to analyze documents, interviews, group discussions and focus groups notes and qualitative data from the survey to identify emerging common trends, themes and patterns for each key evaluation question, at all levels of analyses. Content analysis can be used to highlight diverging views and opposing trends. The emerging issues and trends provide the basis for preliminary observations and evaluation findings.

- **Quantitative analysis** - Different types of analysis could be explored with the existing datasets. First, MICS will show the trends and changes over time at the district level. The bidding firms should expand on how to best capitalize on the data. Additional analysis that can be done with both data sets that could help in terms of impact and attribution could be: i) the WASH programme has operated in key districts (though only in some upazillas of these districts) in its downstream work. There are districts that may have been similar though slightly better off at baseline, but still comparable in terms of key WASH indicators. These districts could potentially serve as comparison for observing the differences in trends between the two. ii) Intensity analysis based on UNICEF’s investments in different districts. Not all WASH activities and interventions happened across all districts. Intensity analysis that looks into changes in indicators, correlated with investment levels could be an interesting exercise. It is important to note that all these methods have strong assumptions, which need to be noted and taken into consideration when any analysis is being undertaken.

- **Contribution analysis** - to assess the extent to which the programme contributed to expected results. The team is encouraged to gather evidence to confirm the validity of the theory of change in different contexts, and to identify any logical and information gaps that it contained; examine whether and what types of alternative explanations/reasons exist for noted changes; test assumptions, examine influencing factors, and identify alternative assumptions for each pathway of change.

- **Value for money analysis** – following the latest guidance for value for money (VFM) analysis for WASH interventions in UNICEF, perform a VFM for the Bangladesh WASH programme. Multiple frameworks have been recently developed and tested for VFM for WASH (e.g. WASH consortium and Makana consulting). It is encouraged that one of these frameworks is selected and that learnings from their testing are taken into account. The selected framework needs to be clearly mentioned in the proposal, and further detailed in the inception phase. The VFM framework should also consider the revisions to the DFID 2011 framework, in particular in the inclusion of equity as one of the four E’s (Economy-Efficiency-Effectiveness-Equity). A contextualized methodology and the value for money analysis will be a stand-alone deliverable of the evaluation. Main findings of this analysis should be incorporated into the evaluation as well, to strengthen recommendations.

- **Gender**. When designing the tools for data collection, the team needs to ensure that gender considerations are explicit in the tools, and that the evaluation question consider gender dimensions where applicable. Data triangulation and analysis must also make gender explicit in the analysis. This includes capturing the different needs and challenges of men and women, boys and girls, as well as power dynamics, gender norms, decision making processes, and sustainability considerations that are shaped by gender dynamics. A key document to keep in mind for this
analysis is the gender toolkit developed by the Regional South Asia Office for integrating gender into (WASH) programming.

**Evaluation matrix:** The firms are requested to present a preliminary evaluation matrix that shows how different methods will be used to answer each of the evaluation questions proposed.

**Norms and standards guiding the evaluation**
This evaluation will be held to the highest standards employed by UNICEF for the conduct of evaluations and research. This means it will abide by the following:

- Ethical Guidelines for UN Evaluations; Ethical guidance for Research in UNICEF

The final report is expected to meet the UNICEF-adapted UNEG Evaluation reports standards as well as benchmarks used in UNICEF’s Global Evaluation Reports Oversight System (GEROS).

These guidance documents will be part of the contract of the evaluator/team. It is expected that the evaluator team read these guidelines and documents thoroughly and, in the proposal, already include a section on quality assurance and how the evaluation will abide to the UNEG norms and standards, and also a section on the expected ethical challenges and issues that the evaluation will need to overcome. The proposal will need to already take into account the need for getting IRB approval if necessary. The proposal will need to spell out how the guidelines will be followed/met, rather than only mentioning that the evaluation will abide by them.

**4.4 Work schedule:**
The time-frame for the entire consultancy is six (6) months.

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<th>Deliverable</th>
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<th>Time frame</th>
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| 1 Inception report and presentation | - Inception report including sampling design, data collection tools, data analysis and triangulation methodology, timeline, interview schedule, evaluation questions and tools consistency matrix, ethical considerations, etc.  
- Secondary data review should have happened during this stage  
- Presentation of the inception report to UNICEF for approval of report | 1 month    | 20%             |
| 2 Field work report and presentation | - Conduct data collection mission (interviews, surveys, FGDs, observation)  
- Presentation of aide memoire on key findings and highlights from field work | 2 months   | 20%             |
| 3 Draft final report and presentation | - Data analysis and triangulation  
- Responding evaluation questions in report, ensuring DAC-OECD evaluation criteria  
- Drafting conclusions and recommendations tied with findings  
- Power point presentation with main contents of the report for initial feedback | 1.5 months | 20%             |
|   | Final report And dissemination workshop | Incorporation of feedback into final report  
|   |  
|   | - Reader-friendly and innovative policy brief  
|   | - A participatory debriefing/workshop of final report with stakeholders to finalize recommendations | 0.5 month  
|   |  
| 5 | Value for money analysis and gender analysis | A stand-alone value for money report that includes description of the methodology used and the results of the analysis | 1 month  
|   |  

*Please note that this schedule is aligned with the new Country Programme development timeline. This means that there can be no delays in the delivery of any of the reports. In particular, a draft final report is expected on December 2019 at the latest and final evaluation report on January. Delays in these deliverables will have an impact on the use of the evaluation for informing the next Country Programme Document, and thus no delays will be acceptable.*

4.5 End products

1. **An inception report** that presents the complete methodology approach to conducting the work, with all tools fully drafted. The inception report will also need to fully develop the data collection and analysis strategy and triangulation methodology. The tools and analytical methods used should explicitly consider gender, human rights and equity dimensions. An evaluation matrix that includes the evaluation questions and maps these to the tools and specific questions in the tools, as well as respondent groups is expected. Ethical considerations need to be included. The inception report should present the proposed content of the final report following the GEROS reporting standards.

2. The inception report will need to be accompanied by a PPT, which needs to be presented and shared with the reference group.

   The inception report should present the approaches for both the final report and also for the stand-alone value for money and gender report.

3. **Draft Final Report.** A final report that adheres to the GEROS reporting standards. The report needs to show a clear flow from objectives and purpose of the evaluation, evaluation questions, methods and tools used to collect and gather information, analytical approach, findings, conclusions and recommendations. Recommendations are expected to be presented and discussed with the reference group.

4. **Draft final report PPT.** The draft final report is to be presented and discussed with the reference group. Special attention to be taken to the discussion of the recommendations.

5. **Final Report.** A final report that incorporates comments and inputs given to the draft final report and that adheres to the GEROS reporting standards. The report needs to show a clear flow from objectives and purpose of the evaluation, evaluation questions, methods and tools used to collect and gather information, analytical approach, findings, conclusions and recommendations. The report should aim for conciseness, readability, and visual appeal.

6. The final report will be followed by a participatory dissemination workshop, where the key stakeholders will take part in finalizing the recommendations of the report. This presentation will include maximum 10 slides in the key findings, followed by the initial recommendations that will be presented for discussion.

7. A reader-friendly policy brief that summarizes the key findings, conclusions and recommendations of the evaluation needs to be produced. The firm can choose the format, but it is expected that innovative formats such as infographics or an ebook are used for enhanced readability.
8. **Data archive**: Data gathered in the exercise is transferred in an organized archive that will permit follow-on users to replicate or extend the analysis. Suitable care to be taken in assuring the anonymity of respondents.

9. **Value for money analysis**: A stand-alone value for money analysis report that includes the methodology used, clearly outlines which areas of VFM were covered through quantitative data, which ones through qualitative data and which framework was used to come up with an overall value for money concept.

10. A stand-alone gender analysis and recommendations that includes the methodology used, clearly outlines which areas of gender analysis were covered through quantitative data, which ones through qualitative data and which framework was used to come up with an overall gender analysis report and recommendations of the WASH program.

The inception report and draft evaluation report will be shared with the evaluation reference group for feedback.

The consulting team will refine the proposed timeframe and expected products in the inception report. UNICEF Bangladesh reserves the right to ensure the quality of products submitted by the external evaluation team and will request revisions until the product meets the quality standards as expressed by the joint ERG.

5. **Supervisors and management of the assignment**:
The research and evaluation specialist will manage the evaluation and contract. The Chief SPEAR will supervise the overall assignment. The WASH section will be involved throughout the entire evaluation. The WASH team will be responsible for setting up and calling the Evaluation Reference Group.

As per UNICEF evaluation guidelines, the South Asia Regional Office will also be involved in giving feedback to all deliverables, and the final draft report will undergo an external assessment to help align it with CEROS standards.

A Reference Group comprised of key stakeholders from the government and other partners will be set up from the onset of the evaluation. The Reference Group will be consulted on each key milestone of the evaluation and will give feedback on the TORs and deliverables of the evaluation. Evaluation results will also be presented and validated by the Reference Group. The evaluation manager will have the accountability of accepting each deliverable.

6. **Payment schedule**:

First payment: 20% upon approval of the inception report and work plan
Second payment: 20% upon approval of fieldwork report and delivery of presentation
Third Payment: 20% upon approval of draft final report and delivery of presentation
Fourth payment: 20% upon approval of final report and delivery of final presentation
Final payment: 20% upon approval of value for money analysis and the gender stand-alone report

7. **Qualifications or specialized knowledge/experience required for the assignment**:

**Institutional Consultancy**:

Given the complexity of the assignment, it is anticipated that this evaluation is conducted by a reputable agency with experience in conducting similar evaluations on WASH programmes or similar for organisations operating in the international development sector. The evaluation team should comprise a maximum of 5 team members, including at least the following: Lead Evaluator (international consultant), one subject matter expert (international or national consultant) and one National Consultant. Given the country context, it is important that the evaluation team be gender-
balanced (also in leadership roles) and that at least one of the team members has expertise on gender.

The **Lead Evaluator** will play a lead role during all phases of the evaluation and coordinate/supervise the work of the rest of the team. She/he will ensure the quality of the evaluation process, outputs, methodology and timely delivery of all products. The team leader will lead the inception phase including the conceptualization and design of the evaluation, guide the data collection phase, lead the analysis of key findings, lead the drafting of the final report and lead the validation process with stakeholders.

The key qualifications of the **Lead Evaluator** include:

- At least ten years of professional experience in evaluations with strong evidence of understanding global standards, theories, models and methods related to evaluation;
- Proven experience in designing, leading and conducting evaluations of similar scope in the context of developing programming, which involve critical analysis of organizational strategies and strategic positioning;
- Relevant working experience preferably in leading WASH-related evaluations, not only on specific interventions but also on WASH systems;
- Relevant experience in conducting value for money analysis preferably for WASH programmes;
- Relevant experience in gender assessments and gender sensitive/ responsive programming;
- Strong experience in the design, management and implementation of development programmes and knowledge of programming principles: Human Rights Based Approach (HRBA), Gender Equality, Capacity Development and Results Based Management (RBM); Expertise in environmental sustainability, climate change adaptation and mitigation and/or natural resource management preferred;
- Very strong quantitative and qualitative data collection and analysis skills;
- Knowledge of the UNICEF/UN programming;
- Excellent written and oral communication skills in English.

The proposed Lead Evaluator of the bidding agencies should submit the report of the two most recent evaluations for which s/he served as a team leader.

The **Subject Matter Expert** will provide technical expertise on WASH services and systems in the various stages of the evaluation. She/he will ensure that evaluation design, methods and tools are adapted to the WASH system in Bangladesh; contribute to data collection as needed and ensure that the final evaluation report, including recommendations, accurately reflects the local governance context in Bangladesh.

The key qualifications of the **Subject Matter Expert** include:

- At least 7 years' experience in conducting research on WASH issues in the context of developing countries; Demonstrated expertise in climate change adaptation and mitigation or environmental sustainability;
- Excellent understanding of WASH issues in South Asia as well as in-depth knowledge of WASH systems in Bangladesh;
- Good knowledge of WASH sector programmes;
- Relevant working experience in Bangladesh and preferably experience in WASH systems and the WASH sector of the country;
- Very strong quantitative and qualitative data collection and analysis skills;
- Knowledge of the UNICEF/UN programming;
- Excellent written and oral communication skills in English.
The National Consultant will contribute to designing the evaluation, will provide inputs to the inception report and will be responsible for the collection of relevant data in the field. This consultant will work closely with the Team Leader and contribute substantively to the work of the team leader, providing advice regarding the context of Bangladesh. He/she will, under the overall supervision of the Team Leader, contribute to the preparation of the final report as necessary.

The key qualifications of the National Consultant include:

- At least five years' experience in conducting research and analysis on issues relating to WASH (focusing on stunting and adolescent health and wellbeing in Bangladesh);
- Proven understanding of evaluation principles, methods, norms and standards — especially those of the United Nations Evaluation Group;
- Prior experience in evaluation and in supporting the conduct of evaluations;
- Ability to communicate with counterparts and stakeholders in Bangla;
- Proven ability to deliver high-quality written work in the English language and to engage effectively with stakeholders at all levels;
- Excellent written and oral communication skills in English and Bangla.
### 8. EVALUATION CRITERIA FOR TECHNICAL PROPOSAL

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<td><strong>OVERALL RESPONSE</strong></td>
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<tr>
<td>* Understanding of, and responsiveness to, UNICEF Bangladesh Office requirements;</td>
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<tr>
<td>* Understanding of scope, objectives and completeness of response;</td>
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<tr>
<td>* Overall concord between UNICEF requirements and the proposal.</td>
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<tr>
<td><strong>METHODOLOGY AND DETAILED TIMELINE</strong></td>
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<tr>
<td>* Quality and suitability of the proposed approach and methodology (detailed description of overall approach, draft evaluation matrix, initial sampling design, initial proposed methods including those for a VFM analysis, gender assessment, and triangulation, etc.);</td>
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<tr>
<td>* Quality of proposed implementation plan, i.e how the bidder will undertake each task and time-schedules;</td>
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<tr>
<td>* Risk assessment and ethical considerations - recognition of the risks/peripheral problems and methods to prevent and manage risks/peripheral problems, and inclusion of ethical considerations.</td>
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<td>* Timelines proposed must be detailed and realistic;</td>
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<td><strong>ORGANISATIONAL CAPACITY and PROPOSED TEAM</strong></td>
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<tr>
<td>* Professional expertise of the firm/company/organization, knowledge and experience with similar projects, contracts, clients and consulting assignments</td>
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<tr>
<td>* Team leader: Relevant experience, qualifications, and position with firm;</td>
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<td>* Team members - Relevant experience, skills &amp; competencies;</td>
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<td>* Organization of the team and roles &amp; responsibilities;</td>
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<td><strong>TOTAL MARKS</strong></td>
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For this RFP, the Technical Proposal has a total score of 70 points. Bidders must score minimum of 49 points to be considered technically compliant and in order, for the Financial Proposals to be opened. Financial proposal has a total score of 30 points.

The final selection of the bidder will be based on a quality and cost basis as specified in the RFP.
## Annex 1: WASH Project Areas

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<th>Sl. No.</th>
<th>Divisions</th>
<th>Districts</th>
<th>Intervention Upazilas under UNDAF</th>
<th>Intervention Upazilas under DPP</th>
<th>Intervention City Corporations/ Pourashaves under DPP</th>
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Annex 2: WASH Programme Strategy Note

Please see the attached document.
1. Background

This Strategy Note outlines the principles, priority issues, approaches, focus and results areas of the Government-UNICEF Bangladesh Water Supply, Sanitation and Hygiene (WASH) Programme of Cooperation for the period 2017-2020. The Note will guide the contribution of UNICEF Bangladesh to the planned UNICEF Bangladesh Country Programme Outcomes over the period, and ultimately contribute to the achievement by the Government of the Sustainable Development Goal (SDG) 6.1, 6.2 and 6.3 targets (below).

**SDG Target 6.1:** By 2030, achieve universal and equitable access to safe and affordable drinking water for all

**SDG Target 6.2:** By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations

**SDG 6.3:** By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally

The WASH strategy recognises that Bangladesh has made significant progress towards achieving its goal of universal access to improved water supply and sanitation facilities. According to MICS 2012-2013, just about 3.9% of the population still practice open defecation while 55.9% use improved sanitation facilities; also about 97.9% of the population have access to improved sources of drinking water. These achievements provide lessons and opportunities for Bangladesh to address the significant challenges that remain in terms of the safety and sustainability of water supply, sanitation and hygiene services, if the country is to meet the SDG targets for drinking water and sanitation. The MICS 2012-2013 also reported that only 55 per cent of the households inhabited by children under 5 use improved latrines; about 65 per cent of the population that uses improved water sources lacks access to a drinking water source that is arsenic-safe and free from microbial contamination; and less than two-thirds of the population (59.1 per cent) practises effective handwashing.

The programme strategy is also cognizant of the significant inequities that exist in access to WASH services, particularly across geographical regions, wealth quintiles, gender and hydro-geological contexts (UNICEF Situation Analysis, 2015). For example, 80 per cent of the richest households vs. only 26.2 per cent of the poorest have access to improved sanitation facilities (MICS 2012-2013); similarly, the prevalence of open defecation (13.5 per cent) among the poorest households is more than three times the national prevalence (3.9 per cent). In terms of geographic disparity, the MICS 2012-2013 notes that only 31.6 per cent of the residents of Sylhet Division, compared to 71.8 per cent in Rangpur, use a drinking water source that is free from E. coli contamination. Similarly, although residents of

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1 An improved sanitation facility is one that hygienically separates human excreta from human contact. Sanitation facilities shared with other households are not considered to be improved (JMP, 2015).

2 An improved drinking water source is one that, by the nature of its construction, adequately protects the source from outside contamination, particularly faecal matter (JMP, 2015).

3 The WHO/UNICEF Joint Monitoring Program Report (2015) reported a reduction in open defecation rates from 34% to 1% between 1990 and 2015 and increasing access to improved water sources from 68% to 87% within the same period (JMP 1990 and 2015).

4 0.025mg/l GOB Standard for arsenic and E. coli count of 0 CFU/100ml

5 Proxy indicator used, presence of soap and water near specific place for handwashing
Rangpur Division have almost universal access to arsenic-safe drinking water, less than two-thirds of Sylhet Division uses arsenic-safe water sources. In relation to the challenging hydro-geological context, the Water and Sanitation Sector Development Plan (FY 2011-2025) cautions that there are hard-to-reach (HTR) areas (i.e., urban slums, islands, coastal and barind areas, wetlands, hilly terrain) where the sufficiency and reliability of access to improved water and sanitation services is lower than the national average.

At the same time, there exist gender inequities in water collection by socio-economic status, age and sex. The richest quintile is more likely to have drinking water on their premises and more likely to spend less time collecting water when compared to the poorest quintile. In the poorest quintile, for example, 89.6 per cent of women collect water for families, while only 4.6 per cent of men do likewise (MICS 2012-2013).

In addition, the combined effects of climate change, population growth and urban migration make Bangladesh vulnerable to the impacts of environmental disasters such as flash and tidal floods, landslides and cyclones. These frequent extreme events lead to the destruction of WASH facilities, as well as to the contamination of drinking water sources with faecal matter from overflowing latrines. This contamination of drinking water sources is further exacerbated by poor hygiene practices.

In all, the UNICEF Bangladesh WASH Strategy 2017-2020 takes its cue from United Nations General Assembly Resolution 69/292 recognition of water and sanitation as a human right, and the basis of the realization of all other human rights. The strategy is thus based on the premise that WASH is important in its own right, and is also necessary for health, nutrition, education, protection and other outcomes for children and adolescents. Girls and women are particularly affected by poor WASH, as are people living with disabilities. Consequently, the WASH programme strategy is underpinned by a life-cycle approach highlighting children's need for water, sanitation and hygiene to survive and thrive across their life course, during periods such as pregnancy and infancy; as school-aged children and as adolescents; in times of stability and crisis; and in urban and rural communities. To promote the life cycle approach, the programme will align and integrate programming efforts across sectors within and outside UNICEF to contribute to key sectoral priorities in the areas of nutrition, health, HIV/AIDS, education, social policy and child protection.

The WASH Programme will be implemented in partnership with the Ministries of Local Government, Rural Development and Cooperatives, Education, and Health and Family Welfare and their partner agencies. It will take into account the following key principles: (1) Reduce inequality; (2) Sustain demand for and access to quality services at scale; (3) Promote resilient development, climate change mitigation and engagement with the private sector; (4) Strengthen accountability at all levels; (5) Contribute across SDGs; (6) Integrate humanitarian and development programming; (7) Strengthen national systems; (8) Demonstrate scalable models using inter-sectoral convergence and empowerment-based approaches; and (9) leverage domestic resources.

1.1 Brief Situation Analysis of WASH and Child Survival and Development in Bangladesh

The lack of safe water, adequate sanitation and good hygiene on children can be detrimental to their whole life. Proper WASH improves the lives of pregnant mothers, infants, children and adolescents in terms of health, dignity and economic benefits, which make WASH the foundation of a child’s growth and development.

Inadequate access to safe and inclusive water, sanitation and hygiene affects children right from birth: In health care facilities, such a lack of access reduces the quality of obstetric care and impacts national progress in improving maternal mortality indices. Similarly, poor hygiene practices such as
handwashing with soap and safe water handling by caregivers negatively affects progress in neonatal mortality and child mortality, as studies show that handwashing with soap by mothers reduces neonatal deaths by 44 per cent and Acute Respiratory Infections (the leading cause of child mortality) by 25 per cent (UNICEF, 2009).

Advancing along the life cycle to young children, water and sanitation-related diarrhoeal diseases and environmental enteropathy\(^6\) exacerbate still-high rates of undernutrition, which remains a priority child development issue, and have significant short- and long-term consequences on the potential development of the country as a whole. The Bangladesh Demographic Health Survey 2011 found that households with unimproved water and sanitation facilities had a prevalence of malnourished children far higher (by 26 percentage points) than households with improved WASH facilities. At the same time, inadequate access to safe water, sanitation and hygiene services for those living with HIV/AIDS, and their care givers, increases the risk of opportunistic infections and constrains the quality of life of the infected and affected alike.

Issues of primary school-age children (6-10 years) are a key cross-sectoral concern for UNICEF and require synergies among all programme components, including WASH. For example, in spite of the established relationship between access to adequate WASH facilities and learner enrolment, attendance, completion and achievements, only 45 per cent of schools have functional unlocked toilets, while 26 per cent of improved water sources in sampled schools were arsenic-contaminated (National Baseline Survey on Hygiene, 2014).

Challenges faced by adolescents (10-18 years) in Bangladesh have multi-sectoral causes and must be addressed by multiple sectors. For example, secondary schools with adequate water supply and sanitation facilities integrated with hygiene contribute to adolescent health and nutrition; improved school completion rates, particularly of girls; and delays in the age of marriage. Reductions in violence in school represent an additional benefit of well-sited water supply and sanitation facilities. However, the 2014 National Health and Hygiene Baseline Survey indicates that only 43 per cent of schools have separate toilets for girls, while in 12 per cent of secondary schools, children still bring drinking water from home. Furthermore, 40 per cent of adolescent girls miss school during menstruation, increasing the probability of dropping out and early marriage. Insufficient access to disability-sensitive WASH facilities at home and in school exacerbates the deprivations faced by children living with disabilities.

An overview of the WASH situation analysis (2015) and Tanahashi\(^7\) WASH bottleneck and barrier analysis (2014) indicated the following key challenges:

1. **The enabling environment:** (a) Poor implementation and compliance with sectoral policies at national and sub-national levels; (b) non-existent strategies/guidelines for operation and maintenance of water and sanitation facilities, as well as for the promotion of menstrual hygiene management in schools and communities; (c) inadequate planning/budgeting for WASH in schools and health care facilities by national and sub-national governments and slow actualization of Government commitments for Sanitation and Water For All; (d) weak capacity, especially at sub-national levels; (e) absence of an integrated WASH Management Information System; (f) poor intersectoral collaboration, insufficient sector-wide planning and use of harmonized protocols;\(^8\) (g)

\(^6\)A condition that reduces the ability of the stomach to absorb nutrients in food

\(^7\)Tanahashi model is aimed at assessing coverage and to evaluate the effectiveness of coverage. UNICEF's Monitoring Results for Equity System (MoRES) has adopted the following Tanahashi classifications for assessment of service coverage and identifying where services are failing to deliver their intended impact: Availability; Accessibility; Utilization; Adequacy; and Effectiveness.

\(^8\)Except in the case of sanitation
poor engagement of the private sector in delivery of WASH services; and (h) absence of a functional regulatory institution for WASH services and an accountability framework for water quality testing.

(2) **Supply:** (a) Inadequate WASH services in education, health and nutrition institutions and communities, along with low accessibility to persons with disabilities; (b) absence of low-cost appropriate water and sanitation technologies for challenging hydro-geological contexts; and (c) poor adherence to technical guidelines and absence of low-cost appropriate technologies for testing arsenic and other priority parameters.

(3) **Demand:** (a) Poor knowledge of menstrual hygiene and poor menstrual, personal and water hygiene practices; (b) poor adoption of alternative technologies for water supply and water treatment; (c) slow uptake of improved sanitation facilities and unfounded beliefs that child excreta is harmless.

(4) **Quality:** (a) Poor adherence to the existing national standards in WASH services provision.

## 2. Strategic Priorities and Programme Outputs

Two issues have been prioritized for the WASH Programme under the Country Programme 2017-2020:

1. Improving the Quality, Equitable Access and Sustainability of Drinking Water Services in Communities and Institutions

2. Improving the Quality, Equitable Access and Sustainability of Sanitation and Hygiene Services

### 2.1 Improving the Quality, Equitable Access and Sustainability of Drinking Water Services in Communities and Institutions

The emphasis of SDG Targets 6.1 and 6.3 on equity, quality and sustainability of access to drinking water, are particularly relevant to the Bangladesh context. The MICS 2012-2013 survey noted that although access to improved water sources is high in both urban and rural areas (97.9 per cent), access to safe drinking water is generally low (34.6 per cent). Further, there is inadequate access to improved water sources in hard-to-reach areas. Water collection by socioeconomic status, age and sex reflects persisting gender inequities, as highlighted above.

Despite progress, Bangladesh is still the country with the largest proportion of people exposed to arsenic contamination in the world. Moreover, arsenic is not the only water quality challenge; manganese, chloride and iron contamination also reduce access to safe drinking water in Bangladesh. A national drinking water supply survey indicated that about a third of the water points that complied with the Government standards for arsenic had manganese levels above the WHO recommended guidelines of 0.4 mg/l (Hasan and Ali, 2010). In terms of microbial contamination, microbial quality worsens from the source to household level, with 68 million people using drinking water that is microbiologically contaminated at the source; this number increases to 99 million at the household level (MICS 2012-2013). The observed increase in microbial contamination between the source (41.7 per cent) and point of consumption (61.7 per cent) signifies poor water hygiene practices, with only 25 per cent of households practicing household water treatment (MICS, 2012-2013).

Among urban dwellers, those with no education were at highest risk of drinking water sources contamination with faecal matter; almost a third of the drinking water used by these urban households had E.coli counts of at least 100 CFU per 100 ml (MICS 2012-2013). These water quality issues are compounded by environmental pollution from poorly treated industrial effluents, over-abstraction for
irrigation, and saltwater intrusion, with attendant negative effects on maternal and child morbidity and mortality.

Arsenicosis has short- and long-term social and health-related implications, such as cancers, social stigmatization and poor cognitive development of children. Similarly, studies in Bangladesh have shown that exposure to high levels of manganese in drinking water was associated with neuro-toxic effects resulting in reduced full-scale, performance, and verbal raw scores among children (Wasserman et. al, 2016). Studies also indicate that the mean sodium intake in pregnant women in coastal areas is well above WHO/FAO recommended levels, and contribute to the increased incidence of hypertension during the dry season in the coastal areas of Bangladesh (Khan et al., 2011). Hypertension is associated with increased rates of adverse maternal and fetal outcomes.

The Bangladesh Demographic Health Survey (2011) found that the prevalence of wasting in households with access to improved water sources (21 per cent) was more than two times higher than those without (9 per cent). An impact evaluation of BRAC’s WASH programme, implemented between 2006 and 2011, also observed a reduction in diarrhoea with improved water supply and hygiene management. The benefit-cost ratio of investments in water supply for Bangladesh (taking into account health improvements and time savings) is thus estimated to be at least 1.1 times the costs for water supply under the most conservative cost assumptions (WHO, 2012).

2.2 Improving the Quality, Equitable Access and Sustainability of Sanitation and Hygiene Services

SDG Target 6.2 for sanitation, stresses inclusiveness and equity and is also relevant to the Bangladesh situation. Despite remarkable progress in the reduction of open defecation, as highlighted above, access to improved sanitation remains moderate (55.9 per cent), with a high proportion of shared facilities (20.2 per cent), particularly in urban slums (MICS, 2012 -2013). Only about 2 out of 5 households practice safe disposal of child faeces (38.7 per cent), with significant impact on child morbidity and mortality. Climbing the “sanitation ladder” represents a major challenge, particularly given that 1 in 4 pit latrines has only a slab without a water seal or lid, and is unhygienic. Laudably, however, 84 per cent of schools have toilets that are functional and improved; however, as also noted above, only 45 per cent are unlocked, and just 24 per cent are functional, improved, unlocked and clean.

Evident socioeconomic, geographical and gender disparities in access are found, such as the proportion of the poorest households using unimproved sanitation standing 10 times higher than the proportion among the richest quintile (MICS 2012-2013). Similarly, the prevalence of safe disposal of child faeces by rural households is almost half the prevalence of that in urban households (33.1 per cent vs. 60.2 per cent). In terms of gender, only 22 per cent of schools have unlocked and gender-segregated sanitation facilities, negatively affecting the rights of the girl child to privacy and dignity. Disability-sensitive WASH facilities also are particularly lacking, as noted above.

The absence of low-cost, appropriate climate-resilient sanitation technologies for hard-to-reach areas is a key barrier to scaling up, inclusiveness and sustainability of services. At the same time, the frequent extreme events (flooding, cyclones) destroy existing sanitation facilities, cause toilets to overflow, and contaminate drinking water sources, as detailed above.

Conventional sewerage systems are absent in all urban areas except Dhaka, where only about 1 in 5 people are served by a sewer network, increasing the challenges of effective faecal sludge management in the country. The Government recognizes that safe disposal of faecal matter generated
in rural and urban areas alike is a major challenge and has recently developed a Faecal Sludge Management framework with technical input from UNICEF.

Lastly, although knowledge of key hygiene messages is high, the practice of effective handwashing at critical times is very low: just about 59.1% of the population could be considered to practicing handwashing with water and soap at critical times (MICS 2012-2013). In addition, the National Hygiene Baseline Survey noted that knowledge and practice of menstrual hygiene is poor, with only 36 per cent of adolescent school girls having heard of menstruation at menarche and about 10% of adolescent school girls use sanitary pads during menstruation.

Poor access to sanitation, meanwhile, has implications for maternal, adolescent and child health and the safety, privacy and dignity of affected populations, particularly women and children. An impact evaluation of WASH in school intervention in Bangladesh found that girls’ attendance increased by more than 10 percentage points when schools were provided with gender-separated toilet facilities, and by more than 20 percentage points when such facilities were available during their menstrual periods (BRAC, 2012). The Bangladesh Demographic Health Survey (2011) also noted that households with improved sanitation had a lower prevalence of stunting (15 percentage points) when compared with households with unimproved sanitation. In all, the nexus among diarrhoeal diseases, stunting and sanitation is well documented and highlights the contribution of improved sanitation to the reduction of focally transmitted infections, including diarrhoeal diseases, environmental enteropathy, and intestinal worms. The economic cost to Bangladesh of poor sanitation and hygiene is US$ 4.2 billion per year, or the equivalent of 6.3 per cent of annual Gross Domestic Product (GDP), while the economic benefits of investments in sanitation are conservatively 2.3 times the investment costs (World Bank, Economic Briefing Notes).

2.3 Theory of Change

The Theory of Change of the WASH programme is derived from an analysis of the key sectoral issues and identified bottlenecks; the Programme Vision and proposed contributions to the Country Programme 2017-2020 Outcomes and outputs; the planned strategies and interventions; and the partnerships and resources required to achieve the results. Lastly, risks and assumptions also are outlined (Figure 1).

It is imperative to address these identified issues to ensure that the sector is able to provide access to the 24 million people that must have access to water and 72 million people that need sanitation services by 2030. An inability to meet the targets of the Government of Bangladesh 7th 5 year plan and SDG for drinking water and sanitation will adversely affect health, nutrition, education, protection and other child survival and development outcomes in Bangladesh, with short and long term effects on the quality and productivity of the future labour force of the country and South Asia in general.

WASH underpins many of the SDGs. Within the 17 SDGs, UNICEF’s priority cross-sectoral interventions to improve child health, welfare and development will include: WASH in education (SDG 4) and health care facilities (SDG 3), Menstrual Hygiene Management (MHH) and other interventions focusing on women and girls (SDG 5), targeted sanitation and hygiene interventions in support of programmes to reduce malnutrition (SDG 2) and to end child poverty (SDG 1), and sectoral interventions to protect children and women from violence and indignity (SDG 16). WASH inputs also contribute towards the achievement of other SDG goals and targets including sustainable cities (SDG 11), reduced inequalities between and within countries (SDG 10), environmental protection and climate change (SDG 13) and decent working conditions (SDG 8).

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* Estimated based on World Population Prospects Data Revision 2012 and current rate of progress
PROBLEM STATEMENT
- Wide gap between improved water coverage (97.8%) and drinking water quality (34.6%)
- Access to improved sanitation facilities low (56%) and open defecation practices still high among the poorest households
- Hygiene knowledge high but practice low,
- Climate change extreme events destroy WASH infrastructure.

OUTCOME
Outcome 1: By 2020, women, infants and young children in Bangladesh, especially the most disadvantaged (with disabilities or living in urban, remote and disaster-prone areas), access and utilise high-quality social services in a safe environment, and their families are empowered to practice positive behaviour.
Outcome 2: By 2020, boys and girls of primary school age, especially from hard-to-reach and vulnerable areas, are learning equitably in an environment that is inclusive, healthy, safe and resilient.
Outcome 3: By 2020, adolescent girls and boys in Bangladesh, especially the most disadvantaged, utilise quality basic social services in a safe and protected environment, and are resilient and empowered as active agents of change.

OUTPUTS
Output 1.1: By 2020, the quality of integrated service delivery and effective coverage have been strengthened in national and subnational WASH systems to support the well-being of children under 5 years and their mothers, in emergency and non-emergency situations, including urban.
Output 1.2: By 2020, national and subnational WASH systems have the technical, management and financial capacities to provide high-quality water and sanitation services including children with disabilities and children in hard-to-reach areas, urban and in emergency and non-emergency situations.
Output 1.3: By 2020, the Government and stakeholders in the WASH sector, at national and subnational level, have increased capacity to expand and deliver a package of quality services for adolescent boys and girls, aged 10 to under 18, in emergency and non-emergency situations, and urban setting.

IMPLEMENTATION STRATEGIES
- Advocate for the adoption, funding of action plans & strategies e.g. arsenic mitigation & fecal sludge management
- Advocate for WASH & climate change sensitive budgets and policies in education, health and nutrition sectors
- Support the development & operationalisation of National strategies, standards and guidelines for operation and maintenance, WASH in Institutions & scaling up Menstrual Hygiene management.
- Conduct research on impact of WASH interventions
- Facilitation of the development and operationalisation of an integrated WASH MIS & monitoring and surveillance system
- Establish and sustain healthy practices and demand for WASH services by changing or reinforcing social norms
- Convene diverse stakeholders around common results and leverage resources, capacities, networks
- Deepen and broaden relationships with the private sector at all levels
- Promote and facilitate rights-based citizens' demand for WASH rights
- Build institutional capacity building to implement scalable models for the delivery of climate resilient, gender & disability sensitive WASH facilities in communities, health, education & nutrition institutions
- Promote risk informed programming, action research, innovations and market based approaches to demonstrate appropriate technologies for challenging environments during stability & crisis

HEADLINE RESULTS
- Reduce Neonatal mortality and childhood stunting
- Reduce number of out of School Children
- End Child Marriage and Improve Adolescent Well-Being and Behaviour
- Improve Drinking Water Safety and Achieve Total Sanitation

Equity for gender, disability, hard to reach & arsenic prone: resilience building Climate Change adaptation, disaster risk reduction, decentralisation

Figure 1: Theory of Change: The GoB-UNICEF Bangladesh Water, Sanitation and Hygiene Program of Cooperation (2017-2020)
3. Implementation Strategies

To address these issues, the WASH Programme will use an intersectoral and life-cycle approach, which recognises that while WASH inputs contribute directly to the realisation of the human rights to water and sanitation for all, through all stages of life, there are key points in a child’s/adolescent’s life when these inputs contribute to particular outcomes in other sectors. For example, water quality, sanitation and hygiene interventions that reduce diarrhoea morbidity in the period up to age 2 years also contribute to reducing the incidence of stunting, while the provision of water, sanitation and handwashing facilities in health care facilities can help reduce maternal and newborn mortality and enable a mother to wash herself after childbirth, safeguarding her dignity (Figure 2)\(^\text{10}\).

**WASH Contributions to UNICEF’s Key Outcomes for Children, Across the Life Course**

![Figure 2: WASH Contributions Over the Child’s Life Course](image)

The overall vision of success is that “Accountable national and sub-national institutions have the gender-sensitive and WASH-friendly policies, budgets, plans, monitoring frameworks and capacities, to deliver sustainable, climate-resilient WASH services, equitably and at scale, for the most disadvantaged children, women and their families, in rural and urban areas, and in development and humanitarian situations.”

The strategy will focus on upstream activities with potential impact of scaling up access to sustainable safe drinking water, improved sanitation and hygiene services in Bangladesh. Consequently, proposed priority actions will be strengthening the enabling environment, demonstrating scalable service delivery models, innovations, mobilising of domestic resources, and undertaking surveys, studies and monitoring for evidence-based advocacy and monitoring. The WASH Section will support the GoB to conduct a WASH bottle neck analysis and facilitate a Joint Sector Review to align sectoral plans with identified challenges. It will use multiple-deprivation analysis to focus intersectoral efforts in convergent areas to target the most vulnerable women and children.

At the same time, the planned Programme Outcomes are in alignment with the Government priorities as clearly articulated in the 7th Five Year Plan, embodying a commitment to “Ensure access to safe drinking water and sanitation for all the urban and rural population of Bangladesh,” and with the

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\(^\text{10}\) UNICEF WASH Global Strategy 2016-2030

The WASH Programme will contribute directly to four Outcome-level indicators and 13 output indicators to achieve the Outcomes of the Country Programme 2017-2020.

The programme will focus its intervention on the most deprived populations in hard-to-reach and arsenic-prone areas, bearing in mind the existing commitment in the Government-UNICEF WASH Development Project Proposal (2015–2018) to intervene in specific areas.13 UNICEF will leverage its leadership in the WASH, Nutrition, Health and Education sectors to facilitate convergence of Government- and UNICEF-supported projects in specific areas of these sectors, as shown in Annex 1. Proposed districts and upazilas were selected using the vulnerability and programme-related criteria12. These also include urban slums and disaster-prone areas, particularly those affected by flooding and climate change, along with hard-to-reach areas such as the Chittagong Hill Tracts.

3.1 Evidence Generation, Policy Dialogue and Advocacy

The WASH Programme will generate and utilise evidence as a basis of policy dialogue and advocacy with Government: duty bearers and other stakeholders to fulfil and promote the rights of all children to improved, safe, inclusive and sustainable water and sanitation services, especially for the most vulnerable (e.g., rural poor, urban slums and hard-to-reach areas). UNICEF will use available global and national opportunities, along with its convening power, to ensure that reliable and up-to-date information and data are available, disseminated and used effectively to influence and mobilise domestic and foreign resources to contribute toward achievement of the 7th Five Year Plan and the nationalised SDG agenda. Such convening opportunities include the WASH Programme co-chairing the Local Consultative Group and Donor Forum for Water Supply and Sanitation; leadership of two out of three water supply and sanitation thematic areas under the Bangladesh Sector Development Plan; and WASH cluster lead and co-chairing of the Joint Monitoring and Sanitation and Water for All Global Platforms.

To facilitate improvement in quality, sustainability and targeting of the unreached vulnerable groups, the programme will generate evidence of the benefits (economic, health, nutrition, education) of WASH interventions; examine multiple child deprivations; and highlight pro-poor and gender-sensitive WASH financing.

Policy dialogue during this programme cycle will focus on advocating for adoption of and adherence to existing policies at national and sub-national levels, as well as the review of relevant policies to enhance accountabilities between key actors (e.g., communities and users, policymakers, service providers and regulators). This will be employed in such areas as water quality monitoring and testing. Emphasis also will be placed on strengthening the linkage between humanitarian and development WASH programming.

Advocacy efforts and activities will further focus on development of key sector plans (e.g., National Plan for Faecal Sludge Management); advocacy for the implementation of commitments for existing sector plans (e.g., National Plan on Arsenic Mitigation); incorporation of budgets for WASH in health, nutrition, child protection and education sector plans; and capacity building and institutionalisation of

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13 40 upazilas in 28 districts and 15 Pourshavas
12 (1) Vulnerability in terms of low-performing; High Child Marriage (HCM) and climate change-affected; (2) UNICEF “footprint”; (3) partners' commitment; (4) NGO/CSO presence; and (5) presence of other donors
menstrual hygiene management. All are expected to contribute toward scaling up access to integrated, high-quality and sustainable WASH services. Some of the planned activities include:

- Targeted advocacy for the adoption, implementation and funding of the National Implementation Plan on Arsenic Mitigation in Water Supply and National Plan on Faecal Sludge Management
- Facilitation of development of national strategies and guidelines for operation and maintenance of WASH facilities, and for scaling up menstrual hygiene promotion in communities and institutions
- Research and development of low-cost water quality test kits and technologies for challenging hydro-geological contexts
- Conducting of an impact study of WASH interventions on nutrition, health, child protection and education outcomes, along with economic benefits
- Facilitation of the development and operationalisation of an Integrated National WASH Management Information System, with age-, gender- and disability-disaggregated data
- Targeted advocacy for the actualisation by Government of high-level regional and global commitments such as Sanitation and Water for All
- Promotion of greater linkages between Integrated Water Resources Management, climate change adaptation/mitigation and WASH programming
- Advocacy for scaling up of climate-resilient technologies; capacity building for climate-resilient institutions; and policy review for mainstreaming climate change adaptation in existing policies, plans and guidelines

3.2 Equity-Responsive and Resilient Service Delivery

Analysis of the Bangladesh WASH situation reveals a strong need to integrate (a) systems strengthening (management information and monitoring/surveillance systems, institutional capacity building) with (b) integrated service delivery for maximum health impact. Consequently, the WASH Programme will deliver WASH services with the aim of:

1. Modelling evidence-based, scalable, innovative, integrated approaches and technologies to facilitate scaling up, using Government resources in communities and health, education and nutrition institutions in urban and rural areas
2. Responding in emergencies, when children and adolescents are most vulnerable and at risk
3. Reaching the poorest and most marginalised groups, where no one else is able to do so

Risk-informed programming will be undertaken to facilitate better targeting of the deprived and the use of the appropriate technologies for specific contexts. This also will facilitate the sustained maintenance of WASH services before, during and after emergencies. The programme’s core accountability will be to act where children do not have at least a basic level of service within each result area, while also focusing on the more ambitious goal of safely managed services embedded in SDG6.

In terms of sanitation, the WASH Programme will work across the sanitation management chain to help reduce the unsafe discharge of faecal wastes into the environment and to ensure inclusivity, sustainability and equitable access in rural and urban areas. For water programming, inputs will target three levels of intervention: at the water point, at the water service level, and at the water sector level, to facilitate equity, safety, sustainability and access. In terms of hygiene, the strategy will focus
on influencing hygiene behaviour change in the four key areas of (1) handwashing with soap, (2) safe water handling, (3) menstrual hygiene management and (4) safe disposal of excreta.

WASH in Schools will be implemented in primary and secondary schools and Early Childhood Development centres using approaches that encourage institutionalisation within the education sector. Development and refinement of cost-effective, evidence-based intervention models for scaling up with quality will be undertaken, such as the Three Star Approach.

WASH in Health Care Facilities programmes, meanwhile, will focus on facilities that provide newborn and maternal care services and in childhood development centers. These will use approaches that encourage institutionalisation within the health sector.

Overall, UNICEF resources will be used to demonstrate integrated models for safe water and improved sanitation delivery. For example, these will include Community Led Total Sanitation tools to eliminate open defecation, as well as an arsenic-safe union/upazilas model integrated with water safety planning, to identify and address risks to water safety in urban, peri-urban and rural areas.

In addition, market-based approaches will be used to scale up access to gender- and disability-sensitive, climate-resilient improved sanitation facilities in communities, as well as to encourage women to participate in the operation and maintenance of community water treatment systems.

Innovations in both technology and approaches will be supported to facilitate their utilisation and institutionalisation. Examples include real-time monitoring, pay-for-use water quality testing, and arsenic-safe union models.

Technical designs and national guidelines will be developed for scaling up gender- and disability-sensitive, climate-resilient WASH facilities in communities, educational and health institutions. Action research will be conducted to develop/modify and adopt technologies to improve chemical and microbial drinking water quality, and to develop water and sanitation technologies for hard-to-reach areas.

To facilitate improved outcomes for children within the first 1,000 days of life, the WASH Programme will partner with the Nutrition and CAD Sections to develop a “proof of concept” model for testing the WASH and Nutrition for Babies approach. Interventions will be targeted at blocking the faecal-oral route of exposure of children through faeces, fluids, fingers, flies, fields and food, with the integration of complementary feeding, routine visits/vaccinations, and individual and community monitoring of child stunting rates.

To mitigate the effects of climate change and ensure a continuum between development and humanitarian situations, investments will be made in (a) innovative climate-resilient, low-cost WASH infrastructure in urban and rural areas; and (b) development of climate-resilient institutions and legislative instruments to deliver climate-resilient WASH technologies. The WASH Programme will lead the implementation of an inter-sectoral climate change strategy to build the Government’s resilience and preparedness to mitigate the multi-sectoral effects of disasters and climate change on women and children.

Lastly, the WASH Programme will partner with relevant Government agencies to deliver cost-effective services in urban slums and other hard-to-reach areas. For example, the ongoing partnership with Dhaka Water and Sewerage Authority will be deepened to facilitate legal water connection for urban slum dwellers. To ensure equitably responsive and sustainable results for children within different contexts, the selection and relative weight of each of these approaches within a particular context will be determined jointly with Government partners through the UNICEF Rolling Work Plan process.
3.3 Partnerships and Participation

The WASH Programme will work closely with the Ministry of Local Government and Rural Development and its implementing agencies such as the Department of Public Health Engineering and the Policy Support Branch. This will ensure the right balance between the (1) Enabling Environment and policy support and (2) innovative and sustainable service delivery thrust of the program.

The WASH program will also work closely with C4D Section and a wide range of external partners to improve systems and strategies that will enable Government and other stakeholders to empower communities to actively participate in WASH programme design and delivery. This also will enable communities to access information and obtain the necessary support and resources for utilisation of sustainable and resilient services. Outputs and activities will be tailored toward establishing and sustaining healthy practices and demand for WASH services by changing or reinforcing social norms related to the adoption, sustained use and ownership of new technologies and hygiene, practices. A mix of communication tools and channels will be used to engage communities including children and adolescents, to promote positive social norms.

It is expected that empowering communities and increasing their participation will result in scaling up and increased sustainability of WASH services. UNICEF will work with and strengthen civil society organisations, both to facilitate engagement with communities and engender a sense of ownership, as well as to influence societal change, and will work as an advocacy partner to inform policy change.

To encourage partnerships, UNICEF will bring its organisational strengths to the table and work to convene diverse stakeholders around common results while also leveraging resources, capacities, networks and social movements for children in the country and regionally. To achieve integrated results for children, partnerships will be with national and sub-national governments, including stakeholders outside the WASH sector (e.g., education, health, nutrition, communication, community leaders, families, adolescents), with the aim to strengthen WASH systems and accountability at all levels. Innovative partnerships will be explored with the Rotary Club and other philanthropic organisations with a wide reach in Bangladesh to leverage their networks globally and nationally. Also key to these initiatives will be strengthened partnerships with United Nations Agencies, international financial institutions, NGOs, foundations, faith-based groups, legislators and academia. Greater efforts will be made to deepen and broaden relationships with the private sector at all levels, ranging from community-level artisans to small-, medium- and large-scale businesses such as garment factories.

![Figure 3: Partners and Objectives of Partnerships](image-url)

Development agencies
Private & sector
Civil society
Bill & global organisations
UN agencies
Governments
Academia
Children & adolescents
Parliaments
Local leaders
Faith-based organisations
Celebrities
Media & social media

- Diverse stakeholders around common results
- Brokering coalitions and alliances
- WASH resources & knowledge for children
- Voices & social movements for good change
- Business principles
- Local to global development indicators & approaches
The WASH Programme also will continue to play an active role in key sectoral partnerships and coordination mechanisms, including the National Water Supply and Sanitation Forum, Local Consultative Group (LCG) for water supply and sanitation, WASH Emergency Cluster, and water supply and sanitation, arsenic mitigation and water quality national thematic groups. Other key such mechanisms include the Sanitation and Water for All (SWA), the WHO-UNICEF Joint Monitoring Programme, and the South Asian Conference on Sanitation (SACOSAN).

Fostering a wide range of partnerships and platforms will result in innovative new approaches, technologies, business models and financial resources, and will build the resilience that is necessary to achieve the goals of the programme strategy to improve quality and sustainability of WASH Services, including in the context of climate change and environmental vulnerability.

Overall, the WASH Programme will strive to ensure that basic water, sanitation and hygiene services are delivered as an integrated and holistic package (Table 3).
<table>
<thead>
<tr>
<th>Life Cycle Stage</th>
<th>Headline Results</th>
<th>Prioritised Issues</th>
<th>Components</th>
<th>Interventions</th>
<th>Collaboration/Convergence</th>
<th>Expected Result</th>
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<td>National strategy, standards and guidelines for O &amp; M of WASH facilities in Institutions (Health, nutrition, education &amp; garment factories)</td>
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<td>Development of National Communication Strategy</td>
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<td>Functional Integrated National WASH Information management system</td>
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<td>Research &amp; development of effective technology adoption, BCC models, climate resilient technologies, low cost water quality test kit</td>
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<td>Impact evaluation of scalable models for enhancing quality of WASH services; economic benefits and health, nutrition, education outcomes of WASH interventions</td>
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<td>Advocacy for scaling up climate &amp; disaster resilient technologies, climate sensitive policies &amp; plans, climate responsive institutions &amp; communities</td>
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<td>Mobilise donor funding &amp; domestic resources to scale up climate resilient technologies</td>
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<td>Integrate water quality priority contaminants in MICS survey, Institutionalise water quality monitoring and surveillance &amp; water safety planning</td>
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<td>Equity-Responsive and Resilient Services Delivery - WASH</td>
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<td>Promote market based approaches for community/household water treatment and sanitation promotion</td>
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<td>Institutionalisation of risk informed programming &amp; use of decision making tools</td>
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<td>Promote Integrated water resources &amp; Groundwater management &amp; use of alternate water sources</td>
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<td>Scale up Innovations, real time monitoring, pay for use testing &amp; SMS based reporting</td>
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<td>Implement scalable models &amp; market based approach for climate resilient, disability &amp; gender sensitive WASH services delivery in communities</td>
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<td>Nutrition, Health</td>
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<td>Partnerships and Participation</td>
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<td>Strengthen intra sector and inter sector coordination &amp; foster innovative partnerships at all levels; financing &amp; engagement with private sector to empower communities to change and reinforce social norms &amp; to practice health-supportive key hygiene behaviours &amp; sustain open defecation free practices</td>
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<tr>
<td>6-10 yrs</td>
<td>Reducing number of out of School Children</td>
<td>Improve Quality, Equitable Access and Sustainability of WASH services</td>
<td>Evidence Generation, Policy Dialogue &amp; Advocacy</td>
<td>Advocate for and support the development of WASH sensitive budgets, gender and disability sensitive plans, technical guidelines and standards for sustainable WASH facilities in primary schools</td>
<td>Education, SPPME, Gender</td>
<td>(1) Increased School Attendance</td>
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<td></td>
<td>Advocate for and facilitate the review of the primary school curriculum to include menstrual hygiene management, safe water handling, handwashing with soap and school led arsenic testing</td>
<td>Education, Gender</td>
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<tr>
<td></td>
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<td></td>
<td>Facilitate the development of National strategy, standards and guidelines for O &amp; M of WASH facilities in education Institutions ECD, SCD &amp; primary schools</td>
<td>Education</td>
<td></td>
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<tr>
<td></td>
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<td>Advocate for the integration of water quality and gender disaggregated WASH data in Education Information System</td>
<td>Education, SPPME</td>
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<td></td>
<td>Build capacity of national and subnational government &amp; other stakeholders to plan, budget, implement and monitor policies &amp; plans for scaling up access to sustainable, climate resilient, improved WASH services</td>
<td>Education, SPPME</td>
<td></td>
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<td></td>
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<td></td>
<td>Equity-Responsive and Resilient Services Delivery - WASH</td>
<td>Facilitate the adoption &amp; implementation of scalable models &amp; approaches like the 3 star approach &amp; arsenic safe union models, for climate resilient gender and disability sensitive WASH services delivery in primary schools</td>
<td>Education</td>
<td>(3) increased school attendance</td>
</tr>
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<td></td>
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<td>Facilitate the adoption and scaling up of gender supportive innovations such as the school led arsenic testing concept &amp; other innovations</td>
<td>Gender; Education</td>
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<td></td>
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<td></td>
<td>Partnerships and Participation</td>
<td>Strengthen intra sector and inter sector coordination &amp; foster innovative partnerships at all levels; financing &amp; engagement with private sector</td>
<td>C4D &amp; CAP</td>
<td>(4) Protection from violence</td>
</tr>
<tr>
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<td></td>
<td>Empower primary school children in program area to manage menstrual cycles, drinking water and sanitation hygienically, &amp; to change and reinforce social norms within their communities</td>
<td>C4D, Education, Gender</td>
<td>(5) Increased dignity</td>
</tr>
<tr>
<td>WASH Interventions by Life Cycle Outcome - Outcome 3</td>
<td>Education, <strong>Gender</strong></td>
<td>Expected Result</td>
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<tr>
<td><strong>Priority Areas</strong></td>
<td><strong>Components</strong></td>
<td><strong>Interventions</strong></td>
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<tr>
<td><strong>Education</strong></td>
<td><strong>Adolescent and Youth</strong></td>
<td>Advocate for and support the implementation of WASH education plans, technical guidelines and standards for secondary schools.</td>
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<tr>
<td><strong>Education</strong></td>
<td><strong>Girls’ Education</strong></td>
<td>Advocate for and facilitate the review of the secondary school curriculum to include menstrual hygiene management, safe water, and sanitation.</td>
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<tr>
<td><strong>Gender</strong></td>
<td><strong>Dialogue &amp; Advocacy</strong></td>
<td>Build capacity of national and subnational government &amp; other stakeholders to plan, budget, implement, and monitor policies &amp; plans for scaling up access to sustainable, climate resilient toilets, and assistance in secondary schools.</td>
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<tr>
<td><strong>Gender</strong></td>
<td><strong>Dialogue &amp; Advocacy</strong></td>
<td>Build capacity of national and subnational government &amp; other stakeholders to plan, budget, implement, and monitor policies &amp; plans for scaling up access to sustainable, climate resilient toilets, and assistance in secondary schools.</td>
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<tr>
<td><strong>Gender</strong></td>
<td><strong>Dialogue &amp; Advocacy</strong></td>
<td>Build capacity of national and subnational government &amp; other stakeholders to plan, budget, implement, and monitor policies &amp; plans for scaling up access to sustainable, climate resilient toilets, and assistance in secondary schools.</td>
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<tr>
<td><strong>Gender</strong></td>
<td><strong>Dialogue &amp; Advocacy</strong></td>
<td>Build capacity of national and subnational government &amp; other stakeholders to plan, budget, implement, and monitor policies &amp; plans for scaling up access to sustainable, climate resilient toilets, and assistance in secondary schools.</td>
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<tr>
<td><strong>Equity-Responsive</strong></td>
<td><strong>Service Delivery</strong></td>
<td>Facilitate the adoption and scaling up of gender supportive innovations such as the school-based community health worker model, innovative community-based sanitation practices, and other innovations by WHO and partners.</td>
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<tr>
<td><strong>Service Delivery</strong></td>
<td><strong>WASH</strong></td>
<td>Facilitate the adoption and scaling up of gender supportive innovations such as the school-based community health worker model, innovative community-based sanitation practices, and other innovations by WHO and partners.</td>
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<tr>
<td><strong>Partnerships and Participation</strong></td>
<td><strong>Mid-term</strong></td>
<td>Strengthening linkages and inter-sector coordination with education and WASH institutions; financing &amp; engagement with private sector</td>
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<tr>
<td><strong>Partnerships and Participation</strong></td>
<td><strong>Mid-term</strong></td>
<td>Strengthening linkages and inter-sector coordination with education and WASH institutions; financing &amp; engagement with private sector</td>
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<tr>
<td><strong>Partnerships and Participation</strong></td>
<td><strong>Mid-term</strong></td>
<td>Strengthening linkages and inter-sector coordination with education and WASH institutions; financing &amp; engagement with private sector</td>
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<tr>
<td><strong>Partnerships and Participation</strong></td>
<td><strong>Mid-term</strong></td>
<td>Strengthening linkages and inter-sector coordination with education and WASH institutions; financing &amp; engagement with private sector</td>
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<tr>
<td><strong>Partnerships and Participation</strong></td>
<td><strong>Mid-term</strong></td>
<td>Strengthening linkages and inter-sector coordination with education and WASH institutions; financing &amp; engagement with private sector</td>
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<tr>
<td><strong>Partnerships and Participation</strong></td>
<td><strong>Mid-term</strong></td>
<td>Strengthening linkages and inter-sector coordination with education and WASH institutions; financing &amp; engagement with private sector</td>
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<tr>
<td><strong>Partnerships and Participation</strong></td>
<td><strong>Mid-term</strong></td>
<td>Strengthening linkages and inter-sector coordination with education and WASH institutions; financing &amp; engagement with private sector</td>
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<tr>
<td><strong>Partnerships and Participation</strong></td>
<td><strong>Mid-term</strong></td>
<td>Strengthening linkages and inter-sector coordination with education and WASH institutions; financing &amp; engagement with private sector</td>
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<tr>
<td><strong>Partnerships and Participation</strong></td>
<td><strong>Mid-term</strong></td>
<td>Strengthening linkages and inter-sector coordination with education and WASH institutions; financing &amp; engagement with private sector</td>
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<tr>
<td><strong>Partnerships and Participation</strong></td>
<td><strong>Mid-term</strong></td>
<td>Strengthening linkages and inter-sector coordination with education and WASH institutions; financing &amp; engagement with private sector</td>
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<tr>
<td><strong>Partnerships and Participation</strong></td>
<td><strong>Mid-term</strong></td>
<td>Strengthening linkages and inter-sector coordination with education and WASH institutions; financing &amp; engagement with private sector</td>
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</tr>
<tr>
<td><strong>Partnerships and Participation</strong></td>
<td><strong>Mid-term</strong></td>
<td>Strengthening linkages and inter-sector coordination with education and WASH institutions; financing &amp; engagement with private sector</td>
<td></td>
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<td></td>
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<tr>
<td>Life Cycle Stage</td>
<td>Headline Results</td>
<td>Prioritised Issues</td>
<td>Components</td>
<td>Interventions</td>
<td>Collaboration/Convergence</td>
<td>Expected Result</td>
</tr>
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</tr>
<tr>
<td>Social Inclusion</td>
<td>Increased capacities to innovate, monitor, evaluate, and allocate resources</td>
<td>Quality, Equitable Access &amp; Sustainability</td>
<td>Evidence Generation, Policy Dialogue &amp; Advocacy</td>
<td>Build capacity of accountable government institutions to carry out WASH bottleneck and multi-deprivation analysis to facilitate evidence based risk informed planning &amp; allocation of resources</td>
<td>SPPME</td>
<td>(1) Equitable allocation of resources</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Equity-Responsive and Resilient Services Delivery - WASH</td>
<td></td>
<td>Facilitate the development and strengthening of accountability mechanisms such as WASH budget tracking at national and subnational levels</td>
<td>SPPME</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Strengthening of WASH Cluster Mechanism at national and sub-national levels</td>
<td></td>
<td>Facilitate the development, and implementation of integrated local level WASH action plans and the mobilisation of domestic resources for scaling up and replication of scalable models for WASH services delivery by decentralised structures</td>
<td>SPPME</td>
<td>(2) Scaling up and increased access &amp; leveraging domestic resources</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Partnerships and Participation</td>
<td></td>
<td>Facilitate the replication of gender sensitive innovations such as the real time functionality monitoring, school led arsenic testing concept</td>
<td>SPPME</td>
<td></td>
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<tr>
<td></td>
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<td></td>
<td>Strengthen intra sector and inter sector coordination &amp; joint reviews at all levels between WASH and other stakeholders to ensure sustainable financing &amp; engagement with private sector</td>
<td>CASD &amp; CAP</td>
<td>(4) Sustainability and inclusiveness</td>
</tr>
</tbody>
</table>
Results Structure

The WASH Programme 2017-2020 is structured around five result areas: Water, Sanitation, Hygiene, WASH in Institutions, and WASH in Emergencies. These converge with the four overall Outcomes of the Country Programme, as shown in the Results Structure diagram below. Annex 2 shows details of Country Programme Outcomes, outputs and indicators, with WASH contributions.
Result Structure for WASH Program

**SDG Goals**
SDG 6 Ensure availability and sustainable management of water and sanitation for all

**UNICEF Strategic Plan Result:**
Improved and equitable use of safe drinking water, sanitation, improved hygiene

**National Development Plan Result**
7th 5 Year Plan 'Ensure Access to Safe Drinking Water and Sanitation for All the Urban and Rural Population of Bangladesh'

**UNDAF Outcome**
Develop and implement improved social policies and programmes that focus on good governance, reduction of structural inequalities and advancement of vulnerable individuals and groups.

---

**Outcome 1:** By 2020, women, infants and young children in Bangladesh, especially the most disadvantaged (with disabilities or living in urban, remote and disaster-prone areas), access and utilize high-quality social services in a safe environment, and their families are empowered to practice positive behaviour.

**Outcome 2:** By 2020, boys and girls of primary school age, especially from hard-to-reach and vulnerable areas, are learning equitably in an environment that is inclusive, healthy, safe and resilient.

**Outcome 3:** By 2020, adolescent girls and boys in Bangladesh, especially the most disadvantaged, utilise quality basic social services in a safe and protected environment, and are resilient and empowered as active agents of change.

---

**Output 1.1 (CPD Output 3):** By 2020, the quality of integrated service delivery and effective coverage have been strengthened in national and subnational WASH systems to support the well-being of children under 5 years and their mothers, in emergency and non-emergency situations, including urban.

**Output 1.2 (CPD Output 1):** By 2020, national and subnational WASH systems have the technical, management and financial capacities to provide high-quality water and sanitation services including children with disabilities and children in hard-to-reach areas, urban and in emergency and non-emergency situations.

**Output 1.3 (CPD Output 3):** By 2020, the Government and stakeholders in the WASH sector, at national and subnational level, have increased capacity to expand and deliver a package of quality services for adolescent boys and girls, aged 10 to under 18, in emergency and non-emergency situations, and urban settings.

---

Activities and Inputs
4. Monitoring Outputs and Contributions to the Outcome of the Country Programme 2017-2020

UNICEF will work with the Government and different stakeholders to monitor progress by the WASH Programme, Government and sector partners toward achievement of the results of the Country Programme 2017-2020 as well as the more ambitious and transformational SDG goals. It will contribute to strengthening sectoral monitoring systems by:

1. Supporting the Government and sector with the development of SDG-relevant, gender- and age-disaggregated indicators and harmonisation of routine data collection tools for WASH, including real-time monitoring tools
2. Facilitating the integration, dissemination and utilisation of key WASH data in education, health, nutrition and child protection monitoring systems
3. Providing sector leadership in national-level surveys such as MICS and participation in the Global Analysis and WHO-UNICEF Joint Monitoring Programme platforms
4. Convening and participating in joint review meetings with the water, health, nutrition and education institutions
5. Facilitating the establishment/strengthening of community-, sub-national and national-level monitoring and surveillance systems for WASH in communities
6. Supporting the development of an integrated WASH Management Information System with public access

Progress toward the achievement of the outputs and Outcomes of WASH inputs to the Country Programme will be monitored overall by:

1. Developing and utilising results based Rolling Work Plans, an Integrated Monitoring and Evaluation Plan, the Harmonised Approach to Cash Transfers Assurance Plan, and the rolling Annual Management Plan, to track results and provide quality assurance for timely decision making
2. Implementing the WASH Bottleneck Analysis Tool (WASH-BAT) and Monitoring for Equity and Results
3. Regular joint review meetings with health, education, nutrition and child protection partners at national and sub-national levels, as highlighted above, along with institutionalisation of third-party monitoring
4. Building on bottom-up planning processes and ensuring regular programme visits by Dhaka and zonal-level WASH colleagues
### 5. Resource Requirements

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Output</th>
<th>Fund Type</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome 1: By 2020, women, infants and young children in Bangladesh, especially the most disadvantaged (with disabilities or living in urban, remote and disaster-prone areas), access and utilise high-quality social services in a safe environment, and their families are empowered to practise positive behaviour.</td>
<td>Output 1.1: By 2020, the quality of integrated service delivery and effective coverage have been strengthened in national and subnational WASH systems to support the well-being of children under 5 years and their mothers, in emergency and non-emergency situations, including urban.</td>
<td>RR</td>
<td>1,559,296.00</td>
<td>1,449,296.00</td>
<td>1,504,296.00</td>
<td>1,449,296.00</td>
<td>5,962,184.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>OR</td>
<td>7,843,695.00</td>
<td>9,643,695.00</td>
<td>10,053,695.00</td>
<td>4,013,695.00</td>
<td>31,554,780.00</td>
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<tr>
<td><strong>Sub-Total - Outcome 1</strong></td>
<td></td>
<td>RR</td>
<td>1,559,296.00</td>
<td>1,449,296.00</td>
<td>1,504,296.00</td>
<td>1,449,296.00</td>
<td>5,962,184.00</td>
</tr>
<tr>
<td></td>
<td>OR</td>
<td>7,843,695.00</td>
<td>9,643,695.00</td>
<td>10,053,695.00</td>
<td>4,013,695.00</td>
<td>31,554,780.00</td>
<td></td>
</tr>
<tr>
<td>Outcome 2: By 2020, boys and girls of primary school age, especially from hard-to-reach and vulnerable areas, are learning equally in an environment that is inclusive, healthy, safe and resilient</td>
<td>Output 1.2: By 2020, national and subnational WASH systems have the technical, management and financial capacities to provide high-quality water and sanitation services including children with disabilities and children in hard-to-reach areas, urban and in emergency and non-emergency situations.</td>
<td>RR</td>
<td>267,852.00</td>
<td>272,852.00</td>
<td>272,852.00</td>
<td>347,852.00</td>
<td>1,161,408.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>OR</td>
<td>1,203,183.00</td>
<td>1,693,183.00</td>
<td>1,613,183.00</td>
<td>1,113,183.00</td>
<td>5,622,732.00</td>
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<td><strong>Sub-Total - Outcome 2</strong></td>
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<td>RR</td>
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<td>272,852.00</td>
<td>272,852.00</td>
<td>347,852.00</td>
<td>1,161,408.00</td>
</tr>
<tr>
<td></td>
<td>OR</td>
<td>1,203,183.00</td>
<td>1,693,183.00</td>
<td>1,613,183.00</td>
<td>1,113,183.00</td>
<td>5,622,732.00</td>
<td></td>
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<tr>
<td>Outcome 3: By 2020, adolescent girls and boys in Bangladesh, especially the most disadvantaged, utilise quality basic social services in a safe and protected environment, and are resilient and empowered as active agents of change.</td>
<td>Output 1.3: By 2020, the Government and stakeholders in the WASH sector, at national and subnational level, have increased capacity to expand and deliver a package of quality services for adolescent boys and girls, aged 10 to under 18, in emergency and non-emergency situations, and urban settings.</td>
<td>RR</td>
<td>172,852.00</td>
<td>277,852.00</td>
<td>222,852.00</td>
<td>202,852.00</td>
<td>876,408.00</td>
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<tr>
<td></td>
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<td>OR</td>
<td>1,272,122.00</td>
<td>1,932,122.00</td>
<td>1,602,122.00</td>
<td>1,192,122.00</td>
<td>5,998,488.00</td>
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<td><strong>Sub-Total Outcome 3</strong></td>
<td></td>
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<td>172,852.00</td>
<td>277,852.00</td>
<td>222,852.00</td>
<td>202,852.00</td>
<td>876,408.00</td>
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<tr>
<td></td>
<td>OR</td>
<td>1,272,122.00</td>
<td>1,932,122.00</td>
<td>1,602,122.00</td>
<td>1,192,122.00</td>
<td>5,998,488.00</td>
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<td><strong>TOTAL</strong></td>
<td></td>
<td>RR</td>
<td>2,000,000.00</td>
<td>2,000,000.00</td>
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<td>OR</td>
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<td>6,319,000.00</td>
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<td><strong>RR+OR</strong></td>
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<td>15,269,000.00</td>
<td>15,269,000.00</td>
<td>8,319,000.00</td>
<td>51,176,000.00</td>
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</tbody>
</table>
6. External Risks and Planned Responses

For successful implementation of the WASH programme, a series of key assumptions have been made:

1. Accountable Government institutions at national and sub-national levels will demonstrate financial and political commitment to the goals of the 7th Five Year Plan and the SDGs.
2. Empowered communities will demand, utilise and maintain WASH services.
3. The national political environment remains stable enough for effective programming.
4. Government institutions and other stakeholders will adopt integrated planning and implementation strategies required for a life-cycle approach.
5. UNICEF’s Business continuity plans are robust enough to mitigate the effects of environmental disasters.
6. The private sector will maximise opportunities for engagement in WASH.

In terms of key risks, Bangladesh is one of the world’s most disaster-prone countries, with nearly all of its area and its population at risk from multiple hazards; children, adolescents and women have particular need for strengthened resilience. While cyclones and floods pose the greatest risk at national level, the north-eastern and south-eastern regions are vulnerable to earthquakes as well. Recurrent hazards erode development gains by destroying WASH infrastructure, polluting drinking water sources, and creating conducive environments for poor hygiene practices and increased transmission of water-related diseases.

To mitigate these risks, the WASH Programme will support the Government to develop climate-resilient WASH infrastructure, and will advocate for institutional strengthening for response/preparedness as well as the review of relevant policies and legislation to provide continuity of services in times of both stability and crisis. In addition, UNICEF’s plan for Emergency Preparedness and Response will be updated on a half-yearly basis in the Early Warning Early Action system, and measures such as the pre-positioning of supplies will be put in place for quick service delivery and response to emergencies.

In addition, the WASH Programme will support the actualisation of the overall UNICEF Bangladesh climate strategy by working with other UNICEF Sections and partners to reduce the vulnerability of children and their families to disasters and climate change-related extreme events. For example, in close collaboration with C4D Section, effective indigenous coping mechanisms and strategies will be identified and scaled up through Government systems. Resources also will be leveraged to support implementation of key priorities in the Bangladesh National Adaptation Plan across agencies. To mitigate against: political crisis such as hartals and blockages, UNICEF will follow its global Business Continuity Plan (BCP) to ensure continuity.
# Annex 1: WASH Priority Upazilas 2017-2020

<table>
<thead>
<tr>
<th>Area office</th>
<th>SL #</th>
<th>District Name</th>
<th>Upazila Name</th>
<th>UNICEF UNDAF Priority Upazila</th>
<th>WASH DPP Upazila (till 2018)</th>
<th>Arsenic Contamination &gt;50 ppb (%) MICS 2009</th>
<th>SIDA Project till 2017</th>
<th>SDC Sanmarks Project (Up to October 2019)</th>
</tr>
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<tbody>
<tr>
<td><strong>Khulna</strong></td>
<td>1</td>
<td>Khulna</td>
<td>Dacope</td>
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<td>Bagerhat</td>
<td>Morelganj</td>
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<td>Satkhira</td>
<td>Shyamnagar</td>
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<td>Arsenic Contamination &gt;50 ppb (%) - MICS 2009</td>
<td>SIDA Project till 2017</td>
<td>SDC Sanmarks Project (Up to October 2019)</td>
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Arsenic: 80%+ High
60-79% Medium
Up to 59% Low
Annex 2: Key Outcome and Output Indicators

<table>
<thead>
<tr>
<th>PROPOSED OUTPUT/INDICATORS OF WASH STRATEGIC RESULTS COUNTRY PROGRAMME CYCLE (2017-2020)</th>
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<tbody>
<tr>
<td>Sustainable Development Goals</td>
</tr>
<tr>
<td>UNICEF Strategic Plan Result</td>
</tr>
<tr>
<td>National Development Plan Goal</td>
</tr>
<tr>
<td>UNDAF Outcome</td>
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<table>
<thead>
<tr>
<th>CPD Outcome</th>
<th>CPD WASH Output</th>
<th>Indicator</th>
<th>Baseline</th>
<th>Target</th>
<th>MoU</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome 1: By 2020, women, infants and young children in Bangladesh, especially the most disadvantaged,[1] (with disabilities or living in urban, remote and disaster-prone areas), access and utilize high-quality social services in a safe environment, and their families are empowered to practice positive behaviour.</td>
<td>Proportion of population using safely managed drinking water sources in line with SDG 6.1.</td>
<td>50% (2015)</td>
<td>60% (2020)</td>
<td>WHO-UNICEF JMP 2015/Estimated using existing JMP trend</td>
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<tr>
<td></td>
<td>Proportion of population using safely managed sanitation facilities in line with SDG 6.2.</td>
<td>30% (2015)</td>
<td>50% (2020)</td>
<td>WHO-UNICEF JMP 2015/JMP based trend and SACOSAN commitment</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Policy Development and Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of WASH policies and strategies developed/reviewed, endorsed and disseminated</td>
</tr>
<tr>
<td>National budget expenditure on WASH increased (as a proportion of the total Government annual budget expenditure)</td>
</tr>
</tbody>
</table>

Support to Systems Strengthening and Equitable Service Delivery

<p>| Additional number of people with access to safely managed sanitation facilities in line with SDG 6.2 as a result of UNICEF direct support. | 0 | 1,000,000 | GOB and NGO Reports |
| Additional number of people in programme area using safely managed water sources in line with SDG 6.1 as a result of UNICEF direct support | 0 | 1,200,000 | GOB Report |
| Additional number of health centres (clinics, hospitals etc.) equipped with basic WASH facilities, as a result of UNICEF direct support | 0 | 500 | GOB Report/WH/UNICEF JMP |</p>
<table>
<thead>
<tr>
<th>Sustainable Development Goal</th>
<th>SDG 6: Ensure availability and sustainable management of water and sanitation for all</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNICEF Strategic Plan Result</td>
<td>Improved and equitable use of safe drinking water, sanitation, improved hygiene</td>
</tr>
<tr>
<td>National Development Plan Result</td>
<td>7th 5 Year Plan: Ensure Access to Safe Drinking Water and Sanitation for All the Urban And Rural Population of Bangladesh</td>
</tr>
<tr>
<td>UNDAS Outcome</td>
<td>Develop and implement improved social policies and programmes that focus on good governance, reduction of structural inequalities and advancement of vulnerable individuals and groups</td>
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</table>

<table>
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<th>CPD Outcome</th>
<th>CPD-WASH Output</th>
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<th>Baseline</th>
<th>Target</th>
<th>MoY</th>
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<tbody>
<tr>
<td>Outcome 2: By 2020, boys and girls of primary school age, especially from hard-to-reach and vulnerable areas, are learning equitably in an environment that is inclusive, healthy, safe and resilient</td>
<td>Proportion of primary schools with access to basic drinking water, gender segregated basic sanitation facilities and basic handwashing facilities (a. Safe water b. Separate toilet for girls)</td>
<td>a) 71% (2015)</td>
<td>a) 80% (2020)</td>
<td>Annual Sector Performance Report 2016 ASPR</td>
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<tr>
<td>National standards for WASH in primary schools incorporating disability, gender and climate resilience components operationalized</td>
<td>0</td>
<td>1</td>
<td>GOB Report</td>
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<tr>
<td>Support to Systems Strengthening and Equitable Service Delivery</td>
<td>Number of primary schools that have basic WASH facilities according to national standard</td>
<td>0</td>
<td>1,500</td>
<td>GOB Report</td>
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### Proposed Output Indicators of WASH Strategic Results Country Programme Cycle (2017-2020)

<table>
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<th>Sustainable Development Goals</th>
<th>SDG 6. Ensure availability and sustainable management of water and sanitation for all.</th>
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<tr>
<td>UNICEF Strategic Plan Result</td>
<td>Improved and equitable use of safe drinking water, sanitation, and hygiene.</td>
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<tr>
<td>National Development Plan Result</td>
<td>7th Five Year Plan: Ensure Access to Safe Drinking Water and Sanitation for All, the Urban And Rural Population of Bangladesh.</td>
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<tr>
<td>UNDAF Outcome</td>
<td>Develop and implement improved social policies and programmes that focus on good governance, reduction of structural inequalities and advancement of vulnerable individuals and groups.</td>
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<th>CPD Outcome</th>
<th>CPD WASH Output</th>
<th>Indicator</th>
<th>Baseline</th>
<th>Target</th>
<th>MoU</th>
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</thead>
<tbody>
<tr>
<td>Outcome 3: By 2020, adolescent girls and boys in Bangladesh, especially the most disadvantaged in urban poor, remote and disaster-prone areas, utilise quality basic social services in a safe and protected environment, and are empowered and resilient as active agents of change.</td>
<td>CPD Output 3: By 2020, the Government and stakeholders in the WASH sector, at national and subnational level, have increased capacity to expand and deliver a package of quality services for adolescent boys and girls, aged 10 to under 18, in emergency and non-emergency situations, and urban settings.</td>
<td>Proportion of secondary schools with access to basic drinking water, gender segregated basic sanitation facilities and basic handwashing facilities (a. Safe water, b. separate toilet for girls)</td>
<td>a) 78% (2014)</td>
<td>a) 85% (2020) b) 43% (2014)</td>
<td>b) 55% (2020)</td>
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</tbody>
</table>

### Policy Development and Implementation

| National standards for WASH in secondary schools with disability, gender sensitive and climate resilience components developed and operationalized | 0 | 1 | GoB Report |

### Support to Systems Strengthening and Equitable Service Delivery

| Number of secondary schools that have basic WASH facilities according to national standard | 0 | 1,000 | GoB Report. |
| Menstrual Hygiene Management incorporated in WASH in Secondary School curriculum | 0 | 1 | GoB Report |