

Conceptualization and review of the Unified Budget and Accountability Framework of the Joint United Nations Programme on HIV/AIDS

Request for Proposal (RFP)
Reference Number: 2010-37
Amended as of 20 January 2011

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INTRODUCTION

1.1 Objective of the RFP

The purpose of this Request for Proposal (RFP) is to enter into a contractual agreement with a successful bidder and select a suitable contractor to carry out the conceptualization and review of the Unified Budget and Accountability Framework of the Joint United Nations Programme on HIV/AIDS.

Vendors are requested to propose the best and most cost-effective solution to meet UNAIDS requirements, while ensuring a high level of service. For more information about UNAIDS please consult our website www.unaids.org.

Note: This RFP was amended in view of changes in Sections 1.3. Work to be Performed. The closing date for submission of proposal under Section 1.13 is also extended to 31 January 2011, 10:00 AM Geneva time.

1.2 Characteristics of the bidder

1.2.1 Status

- UNAIDS/Financial Management and Accountability department wishes to engage an individual, consulting entity or institution (i.e. research institution, university, health or educational organization operating on a not-for-profit or non-profit basis) that has:
 - A proven track-record at managing large complex projects of this nature and scale (as detailed in section 1.3).
 - An understanding of the development of projects in financing and institutional development.
 - A proven expertise in results-based budgeting and management, monitoring and evaluation.
 - A global experience with reach beyond the United States and Europe.

1.2.2 Accreditations

- Previous experience in similar work.

1.2.3 Previous experience

- Previous work with UNAIDS or other international institution having undertaken budget framework re-engineering (i.e. restructuring, realignment with new corporate strategy, etc).
- Proven experience in results-based budgeting and strategic management, monitoring and evaluation.

1.2.4 Logistic capacity

- Teleconferencing
- or
- Web conferencing
- or
- Video conferencing

1.2.5 Staffing

- The level of effort estimated for accomplishing this assignment is 15-40 working days within the period from 15 February-15 May 2011. The prospective bidder should be able to provide staffs who are experts in the field of strategic management with proven expertise in results-based budgeting and management and monitoring and evaluation. Such staff will be collaborating with selected staff from the UNAIDS Secretariat and Cosponsoring organizations

1.3 Work to be performed

1.3.1 Background information on UBAF Project

About the UBAF

The UNAIDS Unified Budget and Accountability Framework (UBAF)¹ is the successor to the Unified Budget and Workplan, the Joint Programme's instrument that aims to maximize the coherence, coordination and impact of the UN's response to AIDS by combining the effort of 10 UN Cosponsors and a Secretariat. Unlike the UBW, which has become rather complex over the years, the UBAF is being envisaged as a simple yet comprehensive mechanism for planning, managing, monitoring and reporting on the activities of the Joint Programme.

The UBAF must operationalize UNAIDS 2011-2015 Strategy. Linking logically to the Strategy, the main purpose of the UBAF will be to serve as an instrument to (a) operationalize the Strategy, (b) mobilize the necessary resources for implementation, and (c) measure progress and results. The UBAF will also need to:

- be country focused and based on epidemic priorities, as well as UN system (and other) capacities at country level;
- present the expected results and contributions of the Cosponsors and the Secretariat;
- provide a basis to demonstrate the link between resources and results;
- have clear performance criteria, serving as a basis for resource allocations.

The UBAF needs to be the main accountability mechanism of the programme to its governing body, the Programme Coordinating Board (PCB), through which the Joint Programme holds itself and other stakeholders accountable.

Unlike its predecessor, the UBAF will be on a four-year planning cycle with two 2-year biennial budget cycles. The biennia will be further divided to create a series of one-year revolving planning cycles that incorporate broad stakeholder reviews of performance. A performance monitoring framework will supplement it either as a separate accompanying document or a section within UBAF itself.

The UBAF is envisaged to comprise three components, namely:

- **Business Plan** that provides a framework to operationalize the Goals of the 2011-2015 UNAIDS Strategy through expected results and contributions of the Cosponsors and Secretariat,
- **Budget** to achieve the expected results. Fund allocations are based on epidemic priorities, the performance of the Cosponsors, and the funds that Cosponsors themselves raise;
- **Accountability Framework** that will measure the achievements and outcomes of the work of the Joint Programme on the global AIDS response as well as to provide a clear linkage between investment and results.

About the Project

The process of developing the 2012-2015 UBAF which started in the spring of 2010 is being jointly undertaken by the Cosponsors and the Secretariat. The final document will be presented to the 28th meeting of the PCB in June 2011. A PCB Subcommittee was established to guide the development of the UBAF. Furthermore, the Cosponsor Evaluation Working Group (CEWG), an expert group which is composed of programme officers and monitoring and evaluation officers from the cosponsoring agencies will assist in developing the performance monitoring part of the UBAF.

As the UBAF development is being undertaken within the wider process of responding to the recommendations of the Second Independent Evaluation (SIE), outcomes of several parallel exercises as well as specific decisions of the PCB relevant to the UBAF and its UBW predecessor should be considered.

¹ The final name is still to be decided

PCB Decisions relevant to the UBAF and its UBW predecessor

The following are relevant decisions of the Programme Coordinating Board, UNAIDS' governing body that would guide the development of the 2012-2015 Unified Budget and Accountability Framework:

26th PCB Meeting, June 2010

10.3 Recognizing the need to support a strong Secretariat and avoid micro-management of the Joint Programme, and taking effective responsibility for governance of UNAIDS, agrees to refocus its work on ensuring:

- Cosponsor and Secretariat plans for provision of support at country level are based on epidemic priorities, whether generalized or concentrated, and the comparative advantages of the UN;
- standardised country case studies are included as a regular item at Programme Coordinating Board meetings;
- decisions of the Executive Director on the allocation of Unified Budget and Workplan money between the 11 organisations (ten cosponsors and Secretariat) are based on epidemic priorities and the comparative advantages of the UN;
- future plans reflect the previous performance of the Secretariat and Cosponsors;
- continuation of a standing invitation for all UN and related partners to attend the Programme Coordinating Board for relevant agenda items and the thematic session;
- commitments made by the 11 organisations on building relevant UN capacity at country level are met and taken into account in considering future roles and funding allocations;
- that the Secretariat does not assume roles that could be carried out by a Cosponsor; and
- the efficiency and effectiveness of the Secretariat;

25th PCB Meeting, December 2009

4.7 Calls upon all Programme Coordinating Board Members and participants to hold the Executive Director accountable for the allocation of funds raised by the Secretariat between the Secretariat and the individual Cosponsors, meaning the:

- allocation of Unified Budget and Workplan funding raised through the Secretariat should no longer be based on entitlement and pro-rata increases, but on epidemic priorities, the performance of the Cosponsors, and the funds that individual Cosponsors raise at global and regional levels;

4.8 Requests UNAIDS to revise the role and contents of the Unified Budget and Workplan from 2012 onwards to:

- focus on: (i) showing what capacity individual cosponsors and the secretariat intend to have at country level and (ii) the allocation of funding to ensure that planned capacity is in place; and
- include funding to evaluate the degree to which UN capacity established at country level is making a relevant, effective and efficient contribution to the national HIV response;

Division of labour between the Cosponsors and the Secretariat

Role of the UNAIDS Secretariat: Overall Coordination, Coherence and Accountability of the Division of Labour

The UNAIDS Secretariat shall have overall responsibility for ensuring the functioning and accountability across all areas in the Division of Labour on matters of:

- **Leadership & Advocacy:** To influence the setting of a rights-based and gender-sensitive HIV political agenda for the three Strategic Directions outlined in the UNAIDS Strategy, in order to reposition the Joint Programme within a changing (aid and development) environment, based on the analysis of strategic information, including data on the current drivers of the HIV epidemic. The three Strategic Directions are:
 - revolutionising HIV prevention;
 - catalysing the next phase of treatment, care and support; and
 - advancing human rights and gender equality for the HIV response.
- **Coordination, Coherence & Partnerships:** Across all of the areas outlined in the Division of Labour (DoL)

Matrix, to ensure delivery on the three Strategic Directions.

- **Mutual accountability:** To support mutual accountability of the Secretariat & Cosponsors to enhance programme efficiency and effectiveness and to optimally deliver on the shared Joint Programme Mission, Vision and Strategy, with measurable results.

More specifically the Secretariat shall:

- Lead in advocacy and facilitate generation of strategic information for an evidence-informed, rights-based and gender-sensitive global HIV political agenda in line with collectively agreed agenda
- Assure overarching coherence, coordination and support for effective and flexible partnerships across all areas outlined in the Division of Labour, including with people living with HIV, in close collaboration with Cosponsors
- Capitalise on inter-agency mechanisms to ensure appropriate coordination and cohesion across the three Strategic Directions in order to:
 - identify concrete deliverables and targets, taking into consideration the goals of UNAIDS Strategy and results identified in the Unified Budget and Accountability Framework (UBAF)
 - define how all Division of Labour areas will contribute to the three Strategic Directions and the achievement of the Strategy goals
 - facilitate coordination and collaboration across all areas of the Division of Labour in order to maximise potential synergies
 - enhance the role that human rights and gender equality must play to improve the outcomes on prevention and treatment, care and support
 - promote synergies between those efforts that focus on prevention, treatment, care and support, as part of the AIDS response, and those efforts that are being mainstreamed into broader areas of development; and
 - ensure mutual accountability mechanisms, including optimum use of the UBAF for the entire Joint Programme to the Executive Director and the Programme Coordinating Board
- Collect and synthesise key data on the epidemic, in line with newly emerging trends, patterns and typologies, including from a human rights and gender perspective, to monitor and evaluate progress towards universal access and achievement of the MDGs
- Lead the development, coordination and implementation of a mutual accountability framework (in line with above) for the entire Joint Programme (encourage utilisation of CEWG, MERG)
- Create space for and support Cosponsors to act as One UN, maximising their joint comparative advantages at the country level vis-à-vis development partners, in support of national efforts to achieve universal access and MDGs
- Facilitate in brokering and strengthening synergies, complementarities and accountability between technical support mechanisms and providers for appropriate national HIV responses
- Lead in the resource mobilisation for the core Budget and collaborate, where appropriate, with Cosponsors for mobilising supplemental and any other funds.

Division of Labour Area	Convener(s)	Agency Partners			
Reduce sexual transmission of HIV	WB UNFPA	UNDP UNICEF WFP	WHO UNFPA	WB UNESCO	ILO UNHCR
Prevent mothers from dying and babies from becoming infected with HIV	WHO UNICEF	UNICEF WFP	UNFPA WHO		
Ensure that people living with HIV receive treatment	WHO	UNDP UNICEF	UNHCR WHO	UNHCR ILO	WFP
Prevent people living with HIV from dying of TB	WHO	UNICEF WFP	WHO ILO	UNODC	
Protect drugs users from becoming infected with HIV and ensure access to comprehensive HIV services for people in prisons and other closed settings	UNODC	UNDP UNICEF WB	WHO UNODC UNFPA	UNESCO	

Empower men who have sex with men, sex workers and transgender people to protect themselves from HIV infection and to fully access antiretroviral therapy	UNDP UNFPA	UNDP WB UNESCO	UNFPA WHO		
Remove punitive laws, policies, practices, stigma and discrimination that block effective responses to AIDS	UNDP	UNDP UNESCO	UNFPA WHO	UNODC ILO	UNHCR
Meet the HIV needs of women and girls and stop sexual and gender-based violence	UNDP UNFPA	UNDP UNICEF WFP	UNFPA WHO UNODC	UNESCO UNHCR ILO	
Empower young people to protect themselves from HIV	UNICEF UNFPA	UNICEF UNESCO	WFP UNFPA	UNHCR ILO	WHO
Enhance social protection for people affected by HIV	UNICEF WB	ILO UNDP UNICEF	WFP WHO UNHCR	WB	
Address HIV in humanitarian emergencies	UNHCR WFP	UNDP UNICEF	WHO UNODC	UNFPA UNHCR	WFP
Integrate food and nutrition within the HIV response	WFP	UNICEF WFP	WHO UNHCR		
Scale up HIV workplace policies and programmes and mobilise the private sector	ILO	UNESCO	WHO	ILO	
Ensure good quality education for a more effective HIV response	UNESCO	UNESCO UNFPA	WHO ILO	UNICEF	
Support to strategic, prioritised and costed multisectoral national AIDS Plans	WB	ILO UNHCR WHO	UNDP WB UNODC	WFP UNICEF	UNFPA UNESCO

Project Purpose

The purpose of this project is to contribute to the conceptualization and review of the 2012-2015 UBAF proposed by the Cosponsors and the Secretariat, taking into account the SIE Implementation Plan (available on UNAIDS Website:

http://data.unaids.org/pub/BaseDocument/2010/20100317_sie_implementation_plan_en.pdf), relevant PCB decisions and the recommendations of the PCB Subcommittee on UBAF preparation and to prepare a business plan for 2012-2013.

1.3.2 Key requirements

The Contractor shall provide external perspective into the conceptualization process of the 2012-2015 UBAF by performing the following specific tasks:

I. Business Plan

- Prepare a Business Plan for operationalizing UNAIDS 2011-2015 Strategy using models that have been proven relevant and appropriate by other UN or non-UN organizations.
- Assist UNAIDS in conducting a Stakeholders Consultation to review the Business Plan.
- Revise the Business Plan following the Stakeholders Consultation.

II. Budget

- a. Recommend criteria or mechanisms for resource allocation in line with the structure of the Joint Programme, the Business Plan, epidemic priorities, the performance of Cosponsors and funds that individual Cosponsors raise at global and regional levels.

III. Accountability Framework

- a. Recommend criteria or mechanisms for accountability that would demonstrate more clearly the results of the work of the Joint Programme and the individual work of the Cosponsors and the Secretariat as well as to link results against investment.
- b. Review the draft Accountability Framework (prepared by UNAIDS Secretariat and Cosponsors) component of the UBAF around, but not limited to the following criteria:
 1. To what extent will the Accountability Framework provide a basis to demonstrate the link between resources and results (the key results, products and contributions of the Cosponsors and Secretariat)?
 2. Will the proposed set of indicators and targets adequately measure the results of the work of the collective work of the Joint Programme and individual effort of the Cosponsors and the Secretariat?

All recommendations of the Contractor will be submitted to the Cosponsoring agencies and the Secretariat and finally to the PCB Subcommittee for consideration.

This assignment will be implemented in conjunction with the 2010-2011 UBW Midterm Review and the 2012-2015 UBAF Peer Review based on the detailed in timeline in section 1.3.5.

The contractor may be required to participate in UBAF- related meetings and teleconferences. Estimations for potential travel cost in Europe (Geneva) and possibly Africa (Nairobi) should be provided separately in the financial proposition of the bidder.

Please see section 1.3.5 to identify the period during which the contractor should be available for potential meetings.

1.3.3 Reporting requirements

The Contractor shall submit:

1. A draft Business Plan and further revisions following the Stakeholders Consultation and comments from UNAIDS Executive Director and Cosponsors;
2. An assessment report, with recommendations on the resource allocation and Accountability Framework.

1.3.4 Finance and accounting requirements

The Contractor shall submit a financial statement at the end of his assessment, as detailed in section 1.10.4.

1.3.5 Performance monitoring

The contractor shall adapt his work according to the following project milestones. The parts highlighted in yellow indicate the period during which the contractor should be available for 1-2 potential meetings in Europe (Geneva).

	Regional	Global
January	<i>Revised process and templates for Cosponsor & Secretariat contributions to 2012-2015 UBAF.</i>	
	Teleconference with regional UBAF Focal Points (and interested Cosponsor Focal Points) to discuss the regional process. <i>Secretariat Regional Support Teams (RSTs) liaise with regional Cosponsors and identify:</i>	<i>For Cosponsors and the Secretariat,</i> <ul style="list-style-type: none"><i>Cosponsor Focal Points draft one</i>

	<p>(a) 5-6 priority <u>Goals</u> per region;</p> <p>(b) per Goal, (ii) list 2-5 '<u>Concrete actions</u>', i.e. outputs [max.20 words] reflecting the epidemiological situation that the Joint Programme intends to focus on between 2012-2015.</p> <p>(c) A <u>broad resource estimate</u> for 2012-2013 for implementing the Joint Programme in the region.</p>	<p><u>Cosponsor Output</u> [max.20 words] per DoL Area, wherever the Cosponsor is an Agency Partner. The Output should link to one or more Goal and draw upon the relevant Areas of Contribution in the DoL.</p> <ul style="list-style-type: none"> Approximately ten <u>Secretariat Outputs</u> [max.20 words] drafted, linked to the Division of Labour (i.e. Leadership & Advocacy; Coordination, Coherence & Partnerships; and Mutual Accountability).
By end January 2011		<p>Deadline for Cosponsors to Secretariat to submit general information (on organizational context, staff distribution and implications for +/-20% budget scenarios) to be submitted to FMA/PAB.</p> <p>FMA/PAB collates & circulates information.</p>
Mid February		<p>Cosponsor Evaluation Working Group (CEWG) meets in Geneva to review available information (targets, indicators, baselines and means of verification) for Global level Outputs.</p>
	Deadline for RSTs to submit priority Goals, Concrete Actions and overall resource estimate to FMA/PAB.	Deadline for Cosponsors and Secretariat to submit draft Outputs to FMA/PAB.
	FMA/PAB collates & undertakes provisional analysis of information, sharing it with colleagues at regional and global level. Where possible Cosponsors and Secretariat will be offered the opportunity to make anonymous written comments for consideration and reaction during later consultation.	
15-16 February		Face-to-face meeting in New York: Cosponsor Focal Points and Secretariat review process and Outputs.
23-25 February		<p>Global Coordinators Meeting (Geneva) Presentation of elements of Business Plan to UNAIDS Cosponsors</p> <p>Includes overview of UBAF Development, Mid-Term Review, and Peer Review Part I (First review: of general information, draft global and regional results, and the process, taking into account the findings of the Mid-Term Review)</p>
	<p>Wider and continued consultations within and between Cosponsors and Secretariat and at Global and Regional levels to refine the UBAF, including detailed resource estimates. Process to be clarified in January and February.</p> <p>Possible Cosponsor Focal Point meeting at the week commencing 28 February.</p>	
10 March	PCB Subcommittee Meeting	
11 March	<p>Stakeholders Consultation on the 2012-2015 UBAF Business Plan (Geneva) Presentation of draft of Business Plan</p>	

16 March	Revised Business Plan reflecting Stakeholder views presented to UNAIDS Executive Director
21 March	Final Business Plan shared with Executive Heads of UNAIDS Cosponsors
	<i>Wider and continued consultations within and between Cosponsors and Secretariat and at Global and Regional levels to refine the UBAF.</i>
30 March	Global Coordinators' Meeting (Nairobi): Peer Review Part II
31 March	CCO clears UBAF
Mid April	PCB Subcommittee reviews UBAF
21 April	UBAF sent for translation and then for review of full PCB

1.3.6 Further Capacities

No additional capacities required

INSTRUCTIONS TO BIDDERS

Bidders should follow the instructions set forth below in the submission of their proposal to UNAIDS.

1.4 Language of the Proposal and other Documents

The proposal prepared by the bidder, and all correspondence and documents relating to the proposal exchanged between the bidder and UNAIDS shall be written in the English language.

1.5 Intention to Bid

No later than **10 January 2011 at 10.00 am (Geneva time)**, the bidder shall complete and return by email or fax to UNAIDS:

1. The enclosed RFP_Acknowledgement.doc form signed as confirmation of the bidder's intention to submit a *bona fide* proposal and designate its representative to whom communications may be directed, including any addenda; and
2. The enclosed RFP_Confidentiality.doc form signed.
 - Email for submissions of acknowledgement: Same email specified in section 1.9
 - Fax number for submissions of acknowledgement: **+41 22 791 41 87**
(Attn: Mr Martin Good, Bid Reference: 2010-37)

Please note Bid Reference number is available on UNAIDS website in the Request for Proposals section and in the first page of this document

1.6 Cost of Proposal

The bidder shall bear all costs associated with the preparation and submission of the proposal up to the final award of the contract. UNAIDS will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the procurement process.

1.7 Contents of the Proposal

Proposals must offer services for the total requirement. Proposals offering only part of the requirement may be rejected.

The bidder is expected to examine all corresponding instructions, forms, terms and specifications contained in this RFP.

1.8 Joint Proposal

Two or more companies may form a consortium and submit a joint proposal if this helps in finding a team capable of undertaking all elements of the anticipated work. Such a proposal must be submitted under the name of one member of the consortium - hereinafter "lead organization". The lead organization will be responsible for undertaking all negotiations and discussions with the UNAIDS and performing the contract.

1.9 Communications during the RFP Period

A prospective bidder requiring any clarification on technical, contractual or commercial matters may notify UNAIDS via email at the following address:

Email for submissions of all queries: pagdilaoe@UNAIDS.org

Subject: Bid Ref. 2010-37

Please note Bid Reference number is available on UNAIDS website in the Request for Proposals section and in the first page of this document

UNAIDS will respond in writing (via email only) to any request for clarification of the RFP that it receives prior to **17 January 2011**.

A consolidated document of UNAIDS's response to all questions (including an explanation of the query but without identifying the source of enquiry) will be made available to all prospective bidders on the UNAIDS website, Request for Proposals section. Questions are to be submitted in the format "Paragraph Number - Question."

There shall be no individual presentation by or meeting with bidders until after the closing date. There should be no contact with UNAIDS officials concerning the RFP process, from the date of issue of this RFP to the final selection, other than with the UNAIDS Project Manager and/or Officials designated by the Project Manager.

1.10 Proposal structure

1.10.1 Proposal Submission Form

The bidder's proposal must be accompanied by a Proposal Submission Form, in the form attached hereto as Annex 1, signed by a duly authorized representative of the bidder, stating:

- That the proposal meets the requirements of the RFP,
- That the bidder undertakes, on its own behalf and on behalf of its possible partners and contractors, to provide the goods/services in accordance with the terms of the Request for Proposal (RFP), and its accompanying documents, for the amount set forth in the attached Financial Proposal,
- The number of days the proposal is valid (from the date of closing of the RFP).

1.10.2 Information of Firm/Organization submitting Proposal

In case of individuals, a brief summary of qualifications and expertise is requested to be attached.

In case of companies bidding, the following information must be provided in order to ascertain capabilities to deliver the work proposed.

Information of Firm/Organization submitting Proposal	
1	Company Information
1.1	Corporate information
1.1.1	Company mission statement (if applicable)
1.1.2	Quality Assurance / Quality Control mechanisms in place at the company
1.1.3	Organization structure
1.1.4	Geographical presence
1.2	Staffing information
1.2.1	Number and Geographical distribution of staff
1.2.2	Number of consultants employed on similar projects in each of the past three years
1.3	Audited financial statements for the past three (3) years
1.4	Legal information
1.4.1	History of Bankruptcy
1.4.2	Pending major lawsuits and litigations in excess of USD 100,000 at risk (indicate particularly those by licensees or patent infringement)
1.4.3	Pending Criminal/Civil lawsuits
1.5	Contractual relationships
1.5.1	Contractual programmes (with other UN agencies or International Organizations)
1.5.2	Company Certifications and certification status
1.6	Proposed sub-contractor arrangements including company information (as above for each sub-

Information of Firm/Organization submitting Proposal	
	contractor)
2	Experiences and Reference Contact Information (list and provide up to five (5) detailed examples of relevant experience gained within the past five years of the issuance of this RFP that demonstrate the contractor's ability to deliver a solution that substantially demonstrates the functional and technical requirements of this RFP)
2.1	Project Name (project one)
2.1.1	Project Description including but not limited to project starting date and duration, project and contract value, and total FTE involved from the company
2.1.2	Status (under development/implemented)
2.1.3	Reason for Relevance (provide reason why this project can be seen as relevant to this RFP)
2.1.4	Roles and responsibilities (list and clearly identify the roles and responsibilities for each participating Organization)
2.1.4.1	Client Role and Responsibility
2.1.4.2	Contractor Role and Responsibility. Previous contractor role in project
2.1.4.3	Third party contractors Role and Responsibility. Previous specified 3 rd party role in project.
2.1.5	Team members (indicate relevant members of the team from the project that will be used in the performance of services)

1.10.3 Technical Proposal

The bidder should include in this section all relevant information for UNAIDS to evaluate the proposal, including information relating to coverage of UNAIDS needs and requirements, as specified in section 1, proposed timeline, resources dedicated partially or fully to the project. {Any specific format or breakdown of services required by UNAIDS beyond the categories listed below should also be specified in this section}

IMPORTANT: The Technical Proposal shall contain no price or cost information.

The Technical Proposal must include the following sections:

- a) **Understanding of the Requirements for Services, including Assumptions**
Include any assumptions as well as comments on the services as indicated in the Technical Specifications, or as the bidder may otherwise believe to be necessary.
- b) **Proposed Approach, Methodology, Timing and Outputs**
Any comments or suggestions on the technical specifications, as well as the bidder's detailed description of the manner in which it would respond to the technical specifications.
- c) **Proposed Project Team Members**
The curriculum vitae of the senior professional members of the team including their specific responsibilities on this project, relevant experience and qualifications.

1.10.4 Financial Proposal

The bidder's **separate sealed** price component must contain an overall quotation in a single currency, either in US Dollars or in the currency of the bidder's country of incorporation or registration. If the bidder opts for the latter and for evaluation purposes only, its proposal will be converted into US dollars using the United Nations rate of exchange in effect on the closing date for the submission of proposals.

The Financial Proposal shall be accompanied by a cover letter signed by a duly authorized representative of the bidder, confirming the following:

- (a) the price; and
- (b) the period of validity of the bid.

In addition, the Financial Proposal must cover all the goods or services to be provided and must itemize the following costs:

- a) Design concepts, development, typesetting, amends and artwork costs
- b) Printing costs
- c) Delivery costs
- d) Travel and Per Diem costs
- e) Other costs, if any (indicating nature and breakdown).
- f) Summary of total cost for the services proposed.

- g) A proposed schedule of payments, all of which must be expressed and will be made in the currency of the proposal.

In preparing Financial Proposals, bidders should carefully note the following provisions regarding UNAIDS policies on limitations on advance payments, retention, performance bonds, etc.

UNAIDS' general policy is to pay for the performance of contractual services rendered or to effect payment upon the achievement of specific milestones described in the contract.

Please note that UNAIDS' policy is to make an advance payment up to a maximum of 25 per cent upon signature of a contract, whether a private firm, NGO or a government or other entity. UNAIDS, at its discretion, may however determine that such payment is not warranted or determine the conditions under which such payment would be made. In any case where an advance payment for \$50,000 or more is requested and subsequently approved, UNAIDS will normally require a bank guarantee or other suitable security arrangement. Further information may be requested by UNAIDS at the time of finalizing contract negotiations with the selected bidder.

Any request for an advance payment is to be justified and documented and must be submitted with the financial proposal. This justification shall explain the need for the advance payment, itemize the amount requested and provide a time-schedule for utilization of said amount. In addition, the bidder must submit documentation regarding its financial status, e.g. audited financial statements at 31 December of the previous year, and include this documentation with its financial proposal. Further information may be requested by UNAIDS at the time of finalizing contract negotiations with the selected bidder.

1.11 Format and Signing of Proposals

The bidder shall submit the proposal in **one external envelope** marked clearly **Bid Ref RFP/2010-37** (Refer to the first page of the RFP for the reference number) **containing inside two sealed envelopes** by the closing date set forth in section 1.13 to the address specified below.

UNAIDS
Bid Opening Committee / AST
Reference: RFP/2010-37
20, Avenue Appia
CH-1211 Geneva 27
Switzerland

NOTE: If the envelopes are not sealed and marked as per the instructions in this clause, UNAIDS will not assume responsibility for the proposal's misplacement or premature opening and may – at its discretion – reject the proposal.

This first internal sealed envelope must contain **4** hard copies of the complete technical proposal. Each complete technical proposal should include the following:

- Hard copy of proposal (as specified in section 1.10.3) and supporting documents (marked clearly **Bid Ref 2010-37**)
- Signed Proposal Submission Form (see Annex 1 to this RFP)
- One CD-ROM containing electronic copy of the technical proposal only and supporting documents

The second internal sealed envelope must contain the financial proposal and its cover letter as specified in section 1.10.4. **4** copies of the complete financial proposal must be included and a separate CD-ROM containing only the financial proposal must be included.

NOTE 2: If preferred, the proposal may instead be forwarded to two secure email accounts. The "Technical Proposal" shall be forwarded to TechnicalBids@unaids.org and the "Financial Proposal" forwarded separately to FinancialBids@unaids.org. There will be no automatic confirmation of receipt as the proposals are only opened after the closing date. The email subject must include the bid reference number available on the first page of this RFP and on the UNAIDS website.

Please also note the following instructions for preparation of the Proposal:

- 1) The four (4) copies shall be labeled "Master copy" and "Copy 1". The bidder must ensure that the content of all copies is identical. If at any time a difference is discovered between any copies of the proposal then the "Master copy" will prevail as the official copy.
- 2) The four (4) hard copies shall be unbound, provided in binders from which pages may be removed easily. Dividers may be used to separate sections of the document, if needed.
- 3) All pages of the proposal shall be numbered in the format 'Page X of Y'.
- 4) All copies of the proposal shall be typed or written in indelible ink and shall be signed by the bidder or a person or persons duly authorized to bind the bidder to the contract. A proposal shall contain no interlineations, erasures, or overwriting except, as necessary to correct errors made by the bidder, in which case such corrections shall be initialed by the person or persons signing the proposal.
- 5) The electronic copy of the proposal and supporting documents on a CD-ROM should be in PDF, or MS Office compatible format (Word, Excel, Power Point or MS Project). The responses to the functional requirements should be submitted in the structure provided in this RFP. The financial proposal should be submitted in the file format supplied by UNAIDS and using the template distributed with the RFP and only within the sealed financial proposal in a separate CD from the technical proposal. The proposed timeline project plan should be either in MS Project MPP, XLS or PDF format.

1.12 Period of Validity of Proposals

The offer outlined in the proposal must be valid for a minimum period of 90 calendar days after the closing date. A proposal valid for a shorter period may be rejected by UNAIDS. In exceptional circumstances, UNAIDS may solicit the bidder's consent to an extension of the period of validity. The request and the responses thereto shall be made in writing. Any bidder granting the request will not be required nor permitted to modify its proposal.

1.13 Closing Date for Submission of Proposals

Proposals must be received at UNAIDS at the address specified in section 1.11 no later than 24 January 2011 at 10:00 am Geneva time.

(Note: The closing date for submission of proposals is extended to 31 January 2011, 10:00 AM Geneva time to take account of the amendments to the RFP)

UNAIDS may, at its own discretion, extend this closing date for the submission of proposals by notifying all bidders thereof in writing.

Any proposal received by UNAIDS after the closing date for submission of proposals might be rejected.

1.14 Modification and Withdrawal of Proposals

The bidder may withdraw its proposal any time after the proposal's submission and before the opening date, provided that written signed notice of the withdrawal (by a duly authorized representative of the bidder) via email UNAIDS prior to the closing date.

The bidder's withdrawal notice shall be prepared and dispatched to be received before the closing date in accordance with section 1.13.

- Email for withdrawal of proposal: pagdilaoe@UNAIDS.org

No proposal may be modified after the closing date for submission of proposals, unless UNAIDS has issued an amendment to the RFP allowing such modifications (see section 1.16).

No proposal may be withdrawn in the interval between the opening date and the expiration of the period of proposal validity specified by the bidder in the proposal.

1.15 Receipt of Proposals from Non-invitees

UNAIDS may, at its own discretion, extend the RFP to bidders that were not included in the individual invitation list if this is necessary and in the interest of UNAIDS.

1.16 Amendments of the RFP

At any time prior to the closing date for submission of proposals, UNAIDS may, for any reason, whether on its own initiative or in response to a clarification requested by a bidder, modify the RFP by amendment. Amendments could include modification of project scope or requirements, project timeline expectations or extension of the closing date for submission.

All prospective bidders that have received the RFP will be notified in writing of all amendments to the RFP. In addition, all amendments will be posted on the UNAIDS website in the Request for Proposals section and in any other website used by UNAIDS directly for publishing the Request for Proposals.

2. OPENING AND EVALUATION OF PROPOSALS

2.1 Opening of Proposals

UNAIDS will open the technical proposals in the presence of a Committee formed by UNAIDS at the Headquarters office in Geneva, Switzerland on a date fixed after the closing of the tendering period. Each technical proposal will be opened during the session with each bidder announced. Financial proposals will be opened only after the technical evaluation of the proposals. There will not be a public opening of bids.

2.2 Clarification of Proposals

UNAIDS may, at its discretion, ask any bidder for clarification of any part of its proposal to assist in the examination, evaluation and comparison of proposals. The request for clarification and the response shall be in writing. No change in price or substance of the proposal shall be sought, offered or permitted during this exchange.

2.3 Preliminary Examination of Proposals

UNAIDS will examine the proposals to determine whether: (i) they are complete, (ii) any computational errors have been made, (iii) the documents have been properly signed, and (iv) the proposals are generally in order.

Please note that UNAIDS is not bound to select any of the firms/institutions submitting proposals. Furthermore, since a contract would be awarded in respect of the proposal which is considered most responsive to the needs of the project concerned, due consideration being given to UNAIDS' general principles, including economy and efficiency, UNAIDS does not bind itself in any way to select the firm/institution offering the lowest price.

2.4 Technical Evaluation of Proposals

A two-stage procedure will be utilized in evaluating the proposals, with technical evaluation of the proposal being completed prior to any evaluation of the Financial Proposal.

The technical evaluation of proposals will be accomplished by a selection panel. The selection panel will evaluate all proposals which have passed the preliminary examination of proposals according to:

- the quality of the overall proposal (90 Points);

- the appropriateness of the proposed approach (**120 Points**);
- the management strategy/plan detailed in the document (**90 Points**);
- the experience of the firm in carrying out related projects (**100 Points**);
- the qualifications and competence of the personnel proposed for the assignment (**240 Points**)

The obtainable number of points specified for each evaluation criterion indicates the relative significance or weight of the item in the overall evaluation process. The points allocated to the technical proposal correspond to 60% of the total obtainable points.

2.5 Financial Proposal Evaluation

The financial proposal will only be evaluated if the technical proposal achieves a minimum of 60% of the total allocable points for the technical evaluation. Proposals failing to obtain this minimum threshold will not be eligible for further consideration.

The maximum number of points for the price component is 40% of the total obtainable points.

This maximum number of points will be allocated to the lowest price proposal. All other price proposals will receive points in inverse proportion according to the following formula:

Points for the price component of a proposal being evaluated = $\frac{[\text{Maximum number of points for the price component}] \times [\text{Lowest price}]}{[\text{Price of proposal being evaluated}]}$

2.6 Bidders' Presentations

At the discretion of UNAIDS, selected bidders may be invited to supply additional information on the contents of their proposal during the evaluation period. Such bidders could be asked to give a presentation of their proposal (possibly with an emphasis on a topic of UNAIDS's choice) followed by a question and answer session. If UNAIDS determines that there is such a need, the presentation will be held at UNAIDS Headquarters in Geneva, or by videoconference/Internet. Bidders will be given reasonable time to prepare for the presentation.

NOTE: Presentations or other individual contact is expressly prohibited before the closing date for proposal submission.

3. AWARD OF CONTRACT

3.1 Award Criteria, Award of Contract

UNAIDS reserves the right to accept or reject any proposal, and to annul the solicitation process and reject all proposals at any time prior to award of contract, without thereby incurring any liability to the affected bidder or any obligation to inform the affected bidder or bidders of the grounds for the UNAIDS' action.

Prior to expiration of the period of proposal validity, UNAIDS will award the contract to the qualified bidder(s) whose proposal, after being evaluated, is considered to be the most responsive to the needs of UNAIDS and activity concerned.

UNAIDS has the right to eliminate bids throughout the evaluation process. However, UNAIDS is under no obligation to state the reasons for elimination to the bidder.

NOTE: UNAIDS is **acting in good faith** by issuing this RFP. However, **this document does not obligate UNAIDS to contract for the supply of any products or services.**

3.1.1 UNAIDS's Right to modify Scope or Requirements during the Proposal Process

UNAIDS reserves the right to, at any time during the proposal process, modify the scope of services and goods specified in the RFP. At any step in the evaluation process, UNAIDS reserves the right to issue an

amendment to the RFP detailing the change to only those bidders that have not been officially eliminated due to technical reasons at that point in time. Official elimination is signified by a direct communication to that effect from UNAIDS.

3.1.2 UNAIDS's Right to Extend/Revise Scope or Requirements at Time of Award

UNAIDS reserves the right, at the time of award of contract, to extend/revise the scope of services and goods specified in the RFP without any change in base price of services (e.g. day rate for resources) or other terms and conditions.

3.2 UNAIDS's Right to enter into Contract Price Negotiations

UNAIDS reserves the right to enter into contract price negotiations with one or more bidders that have not been eliminated during the evaluation process.

3.3 Signing of the Contract

Within 30 days of receipt of the contract the successful bidder shall sign and date the contract and return it to UNAIDS according to the instructions provided at that time. If the bidder does not accept the contract terms without changes, then UNAIDS has the right not to proceed with the selected bidder and instead contract with another bidder of its choice.

4. GENERAL AND CONTRACTUAL CONDITIONS

The general terms and conditions of the contractual agreement ("the Contract") between UNAIDS and the selected bidder ("the Contractor") will include provisions as set forth in this section, and will cover the following issues:

- responsibilities, indemnities and liabilities of the Contractor(s) and UNAIDS;
- conditions concerning the termination of the contract(s);
- clear deliverables and acceptance procedures;
- payment terms tied to the satisfactory completion of the work;
- training and post implementation support;
- allowance for changes;
- warranties and representations;
- notices.

Services under this Contract will be supplied on a fixed-price basis in a UN convertible currency (preferably US Dollars), based on the UN exchange rate of the date of invoice.

4.1 Responsibility

The Contractor will be responsible to ensure that the services rendered under the Contract are in accordance with the specifications and within the time prescribed.

4.2 Source of Instructions

The Contractor shall neither seek nor accept instructions from any authority external to UNAIDS in connection with the performance of its services under this Contract. The Contractor shall refrain from any action which may adversely affect UNAIDS and shall fulfill its commitments with the fullest regard to the interests of UNAIDS.

4.3 Warranties

The Contractor will warrant and represent to UNAIDS as follows:

- 1) The deliverables shall meet the specifications and shall function in a manner which is fully adequate to meet its intended purpose. The Contractor furthermore warrants that the deliverables shall be error-free, in that the Contractor shall correct any errors in the deliverables, free of charge, within fifteen days after their notification to the Contractor, during a period of at least six months after completion of the work. It is agreed, however, that errors and other defects, which have been caused by modifications to the deliverables made by UNAIDS without agreement of the Contractor are not covered by this paragraph.
- 2) The deliverables shall, to the extent it is not original, only be derived from, or incorporate, material over which the Contractor has the full legal right and authority to use it for the proper implementation of this Contract. The Contractor shall obtain all the necessary licenses for all non-original material incorporated in the deliverables including, but not limited to, licenses for UNAIDS to use any underlying software, application, and operating deliverables included in the deliverables or on which it is based, so as to permit UNAIDS to fully exercise its rights in the deliverables and the software without any obligation on UNAIDS' part to make any additional payments whatsoever to any party.
- 3) The deliverables shall not violate any copyright, patent right, or other proprietary right of any third party and be delivered to UNAIDS free and clear of any and all liens, claims, charges, security interest and any other encumbrances of any nature whatsoever.
- 4) The Contractor, its employees and any other persons and entities used by the Contractor shall furthermore not copy and/or otherwise infringe on the copyright of any document or other material (whether machine readable or not) to which the Contractor, its employees and any other persons and entities used by the Contractor have access in the performance of this Contract.
- 5) Except as otherwise explicitly provided in this Contract, the Contractor shall at all times provide all the necessary on-site and off-site resources to meet its obligations hereunder. The Contractor shall only use highly qualified staff, acceptable to UNAIDS, to perform its obligations hereunder.
- 6) The Contractor shall take full and sole responsibility for the payment of all wages, benefits and monies due to all persons and entities used by it in connection with the implementation and execution of the Contract, including, but not limited to, the Contractor's employees, permitted subcontractors and suppliers.

4.4 Legal Status

The Contractor shall be considered as having the legal status of an independent contractor and as such there will be no employer/employee relationship between UNAIDS on the one side and the Contractor or any person used by the Contractor on the other side.

Thus the Contractor shall be solely responsible for the manner in which the work is carried out. UNAIDS shall not be responsible for any loss, accident, damage or injury, including, but not limited to, damage to test equipment, spare parts and other property, suffered by the Contractor or persons or entities claiming under the Contractor, arising during or as a result of the implementation or execution of the Contract, including travel, whether sustained on UNAIDS premises or not.

The Contractor shall obtain adequate insurance to cover such loss, accident, injury and damages, before commencing work on the Contract. The Contractor shall be solely responsible in this regard and shall handle any claims for such loss, accident, damage or injury.

Nothing in or relating to the agreement with the Contractor shall be deemed a waiver of any of the privileges and immunities of UNAIDS in conformity with the Convention on the Privileges and Immunities of the Specialized Agencies approved by the General Assembly of the United Nations on November 21, 1947 or otherwise under any national or international law, convention or agreement.

4.5 Relation Between the Parties

The Contract does not constitute a partnership between the Parties or to constitute either Party as the agent of the other.

4.6 Waiver of Breach

The waiver by an act, omission or knowledge of Party, its agents or its employees of any provision or breach of the contract shall not prevent subsequent enforcement of such provision or excuse further breaches.

4.7 Liability

The Contractor hereby indemnifies and holds UNAIDS harmless from and against the full amount of any and all claims and liabilities, including legal fees and costs, which are or may be made, filed or assessed against UNAIDS at any time and based on, or arising out of, breach by the Contractor of any of its representations or warranties under the Contract, regardless of whether such representations and warranties are explicitly incorporated here in or are referred to in any attached Appendices.

4.8 Assignment

The Contractor shall not assign, transfer, pledge or make other disposition of this Contract or any part thereof, or any of the Contractor's rights, claims or obligations under this Contract except with the prior written consent of UNAIDS.

4.9 Officials not to Benefit

The Contractor warrants that no official of UNAIDS has received or will be offered by the Contractor any direct or indirect benefit arising from this Contract or the award thereof. The Contractor agrees that breach of this provision is a breach of an essential term of this Contract. The Contractor also warrants that it is not and will not be involved in, or associated with, any entity involved in terrorism.

4.10 Indemnification

The Contractor shall indemnify, hold and save harmless, and defend, at its own expense, UNAIDS, its officials, agents, servants and employees from and against all suits, claims, demands, and liability of any nature or kind, including their costs and expenses, arising out of acts or omissions of the Contractor, or the Contractor's employees, officers, agents or sub-contractors, in the performance of this Contract. This provision shall extend, *inter alia*, to claims and liability in the nature of workmen's compensation, products liability and liability arising out of the use of patented inventions or devices, copyrighted material or other intellectual property by the Contractor, its employees, officers, agents, servants or sub-contractors. (These obligations shall not lapse upon termination of the contract)

4.11 Contractor's Responsibility for Employees

The Contractor shall be responsible for the professional and technical competence of its employees and will select, for work under this Contract, reliable individuals UNAIDS will perform effectively in the implementation of this Contract, respect the local customs, and conform to a high standard of moral and ethical conduct.

4.12 Subcontracting

Any intention to subcontract aspects of this contract must be specified in detail in the tender submitted. Information concerning the subcontractor, including the qualifications of the staff proposed for use must be covered with same thoroughness as the prime contractor. No subcontracting will be permitted under this Contract unless it is proposed in the initial submission or formally agreed to by UNAIDS at a later time. In any event, the total responsibility for the Contract rests with the prime contractor.

4.13 Place of Performance

In the premises of the contractor, work performed through teleconferencing, Web conferencing and Video conferencing

4.14 Language

The internal communications of the work performed for this project, management and contractual communications for this project will be executed in English.

4.15 Confidentiality

Except as explicitly provided in the Contract, the Contractor shall keep confidential all information which comes to its knowledge during, or as a result of, the implementation and execution of the Contract. Accordingly, the Contractor shall not use or disclose such information for any purpose other than the performance of its obligations under the Contract. The Contractor shall ensure that each of its employees and/or other persons and entities having access to such information shall be made aware of, and be bound by, the obligations of the Contractor under this paragraph. However, there shall be no obligation of confidentiality or restriction on use, where: (i) the information is publicly available, or becomes publicly available, otherwise than by any action or omission of the Contractor, or (ii) the information was already known to the Contractor (as evidenced by its written records) prior to becoming known to the Contractor in the implementation and execution of this Contract; or (iii) the information was received by the Contractor from a third party not in breach of an obligation of confidentiality.

The Contractor, its employees and any other persons and entities used by the Contractor shall furthermore not copy and/or otherwise infringe on copyright of any document (whether machine-readable or not) to which the Contractor, its employees and any other persons and entities used by the Contractor have access in the performance of this Contract. (These obligations shall not lapse upon termination of the contract).

4.16 Confidential Nature of Documents and Information

All maps, drawings, photographs, mosaics, plans, reports, recommendations, estimates, documents and all other data compiled by or received by the Contractor under this Contract shall be the property of UNAIDS, shall be treated as confidential and shall be delivered only to UNAIDS authorized officials prior to completion of work under this Contract.

The Contractor may not communicate at any time to any other person, Government or authority external to UNAIDS, any information known to it by reason of its association with UNAIDS which has not been made public except with the authorization of UNAIDS; nor shall the Contractor at any time use such information to private advantage. These obligations do not lapse upon termination of this Contract.

4.17 Title Rights

This is a work made for hire. UNAIDS shall be the owner of all intellectual property rights, including but not limited to patents, copyrights and trademarks, with regard to all deliverables and other material which bears a direct relation to, or is made in consequence of, the services provided to UNAIDS by the Contractor.

UNAIDS reserves the right to revise the work, to use the work in a different way from that originally envisaged or to not use the work at all.

At UNAIDS's request, the Contractor shall take all necessary steps, execute all necessary documents and generally assist UNAIDS in securing such proprietary rights and transferring them to UNAIDS in compliance with the requirements of applicable law.

4.18 Cancellation

UNAIDS shall have the right to cancel the Contract (in addition to other rights, such as the right to claim damages):

- 1) At will with the provision of thirty (30) days prior notice in writing;
- 2) In the event the Contractor fails to begin work on the date agreed, or to implement the work in accordance with the terms of the Contract; or
- 3) In the event the progress of work is such that it becomes obvious that the obligations undertaken by the Contractor and, in particular, the time of fulfillment, will not be respected.
- 4) In addition, UNAIDS shall be entitled to terminate the Contract (or part thereof), in writing, with immediate effect (in addition to other rights, such as the right to claim damages), if, other than as provided in the paragraph above, the Contractor is:
 - a. In breach of any of his material obligations under the Contract and fails to correct such breach within a period of thirty (30) days after having received a written notification to that effect from UNAIDS; or
 - b. Adjudicated bankrupt or formally seeks relief of his financial obligations.

4.19 Force Majeure

No party to the Contract shall be responsible for a delay caused by force majeure, that is, a delay caused by strike, lock-out, foreign or civil war, or any other event outside his control, it being agreed, however, that UNAIDS shall be entitled to terminate the Contract (or any part of the Contract) forthwith if the implementation of the work is delayed or prevented by any such reason for an aggregate of thirty (30) days. Such termination shall be subject to payment of an equitable part of the Contract sum and/or other reasonable charges. In the event of such termination, the Contractor shall, in accordance with the ownership rights referred to in section 4.17 *Title rights*, deliver to UNAIDS all work products and other materials so far produced.

- a) Force majeure, as used in this Article, means acts of God, war (whether declared or not), invasion, revolution, insurrection, or other acts of a similar nature or force which are beyond the control of the Parties.
- b) In the event of and as soon as possible after the occurrence of any cause constituting force majeure, the Contractor shall give notice and full particulars in writing to UNAIDS, of such occurrence or change if the Contractor is thereby rendered unable, wholly or in part, to perform its obligations and meet its responsibilities under this Contract. The Contractor shall also notify UNAIDS of any other changes in conditions or the occurrence of any event which interferes or threatens to interfere with its performance of this Contract. The notice shall include steps proposed by the Contractor to be taken including any reasonable alternative means for performance that is not prevented by force majeure. On receipt of the notice required under this Article, UNAIDS shall take such action as, in its sole discretion, it considers to be appropriate or necessary in the circumstances, including the granting to the Contractor of a reasonable extension of time in which to perform its obligations under this Contract.
- c) If the Contractor is rendered permanently unable, wholly, or in part, by reason of force majeure to perform its obligations and meet its responsibilities under this Contract, UNAIDS shall have the right to suspend or terminate this Contract on the same terms and conditions as are provided for in section 4.18 *Cancellation*, except that the period of notice shall be seven (7) days instead of thirty (30) days.

4.20 Use of UNAIDS and WHO name and emblem

Without UNAIDS's prior written approval, the Contractor shall not, in any statement of an advertising or promotional nature, refer to the Contract or its relationship with UNAIDS and/or the World Health Organization (WHO) (which provides the administration of UNAIDS, including its secretariat). In no case shall the Contractor use the name or the emblem of UNAIDS and/or WHO, or any abbreviation thereof, in relation to its business or otherwise.

4.21 Successors and Assignees

The Contract shall be binding upon the successors and assignees of the Contractor and the Contract shall be deemed to include the Contractor's successors and assignees, provided, however, that nothing in the Contract shall permit any assignment without the prior and written approval of UNAIDS.

4.22 Payment

Payment will be made against presentation of an invoice in a UN convertible currency (preferably US Dollars) for each deliverable and subject to UNAIDS's acceptance of each such deliverable. Any payments by UNAIDS to the Contractor shall reflect any tax exemptions to which UNAIDS is entitled by reason of the immunity it enjoys. UNAIDS is exempt from all direct taxes, customs duties and the like and the Contractor shall consult with UNAIDS so as to avoid the imposition of such charges. As regards duties and other indirect taxes, the Contractor shall list such charges on invoices as a separate item and, to the extent required, cooperate with UNAIDS to enable reimbursement thereof.

4.23 Title to Equipment

Title to any equipment and supplies that may be furnished by UNAIDS shall rest with UNAIDS and any such equipment shall be returned to UNAIDS at the conclusion of this Contract or when no longer needed by the Contractor. Such equipment, when returned to UNAIDS, shall be in the same condition as when delivered to the Contractor, subject to normal wear and tear. The Contractor shall be liable to compensate UNAIDS for equipment determined to be damaged or degraded beyond normal wear and tear.

4.24 Insurance and Liabilities to Third Parties

The Contractor shall provide and thereafter maintain insurance against all risks in respect of its property and any equipment used for the execution of this Contract.

The Contractor shall provide and thereafter maintain all appropriate workmen's compensation insurance, or its equivalent, with respect to its employees to cover claims for personal injury or death in connection with this Contract.

The Contractor shall also provide and thereafter maintain liability insurance in an adequate amount to cover third party claims for death or bodily injury, or loss of or damage to property, arising from or in connection with the provision of services under this Contract or the operation of any vehicles, boats, airplanes or other equipment owned or leased by the Contractor or its agents, servants, employees or sub-contractors performing work or services in connection with this Contract. Except for the workmen's compensation insurance, the insurance policies under this Article shall:

- a) Name UNAIDS as additional insured;
- b) Include a waiver of subrogation of the Contractor's rights to the insurance carrier against UNAIDS;
- c) Provide that UNAIDS shall receive thirty (30) days written notice from the insurers prior to any cancellation or change of coverage.

The Contractor shall, upon request, provide UNAIDS with satisfactory evidence of the insurance required under this Article.

4.25 Settlement of Disputes

Any dispute relating to the interpretation or application of the contract shall, unless amicably resolved, be subject to conciliation. In the event of failure of the latter, the dispute shall be settled by arbitration. The arbitration shall be conducted in accordance with the modalities to be agreed upon by the parties or, in the absence of agreement, with the rules of arbitration of the International Chamber of Commerce. The parties shall accept the arbitral award as final.

4.26 Observance of the Law

The Contractor shall comply with all laws, ordinances, rules, and regulations bearing upon the performance of its obligations under the terms of this Contract.

4.27 Authority to Modify

No modification or change in this Contract, no waiver of any of its provisions or any additional contractual relationship of any kind with the Contractor shall be valid and enforceable against UNAIDS unless provided by an amendment to this Contract signed by the authorized official of UNAIDS.

4.28 Privileges and Immunities

Nothing in or relating to this Contract shall be deemed a waiver of any of the privileges and immunities of UNAIDS and/or the World Health Organization in conformity with the Convention on the Privileges and Immunities of the Specialized Agencies approved by the General Assembly of the United Nations on November 21, 1947 or otherwise under any national or international law, convention or agreement.

4.29 Personnel

4.29.1 Approval of Contractor Personnel

UNAIDS reserves the right to approve any employee, subcontractor or agent furnished by the Contractor. All of the Contractor's employees, subcontractors or agents performing work under this Agreement must have appropriate levels of experience and be adequately trained to perform the services. UNAIDS reserves the right to undertake an interview process as part of the approval of Contractor personnel.

The Contractor acknowledges that the skill and experience of the Contractor's personnel proposed to be assigned to the project are material elements in UNAIDS's engaging the Contractor for the project. Therefore, in order to ensure timely and cohesive completion of the project, both parties intend that personnel initially assigned to the project continue through to project completion. Once an individual has been approved and assigned to the project, such individual will not thereafter be taken off the project by the Contractor, or reassigned by the Contractor to other duties involving comparable employment by the Contractor while the project is in progress and for so long as there has been no suspension. Circumstances may arise, however, which necessitate that personnel be substituted during the progress of work due to delays or due to promotions, termination, sickness, vacation or other similar material change in the employment circumstance of the employee, at which time a replacement of comparable background and experience may be substituted, subject to approval of UNAIDS.

UNAIDS may refuse access to or require replacement of any employee, subcontractor or agent of the Contractor if such individual renders, in the sole judgment of UNAIDS, inadequate or unacceptable performance, or if for any other reason UNAIDS finds such individual does not meet its security or responsibility requirements. The Contractor shall replace such an individual within fifteen (15) business days of receipt of written notice. The replacement will be comparable in skills required and will be billed at a rate that is equal to or less than the rate of the individual being replaced.

4.29.2 Project Managers

Each party shall appoint a qualified project manager ("Project Manager") who shall serve as such party's primary liaison throughout the course of the project including the Services. The Project Manager shall be authorized by the respective party to answer all questions posed by the other party and convey all decisions made by such party during the course of the project including the Services and the other party shall be entitled to rely on such information as conveyed by the Project Manager.

4.29.3 Foreign Nationals

The Contractor shall verify that all its employees, agents and subcontractors are legally entitled to work in the country specified in section 4.13 and other countries required by the nature of the assignment. UNAIDS reserves the right to request legally mandated Contractor-held documentation attesting to the same for each employee, agent or subcontractor of the Contractor assigned to work on the project. Each party hereby represents that it does not discriminate against individuals on the basis of race, gender, creed, national origin, citizenship.

4.29.4 Compliance with UNAIDS Policies

The Contractor shall at all times comply with and ensure that the Contractor and each of its subcontractors and their employees and agents comply with any applicable laws and regulations and any UNAIDS policies and all UNAIDS reasonable written direction and procedures relating to: (i) occupational health and safety, (ii) security and administrative requirements, including, but not limited to computer network security procedures, (iii) sexual harassment, (iv) privacy, (v) general business conduct and disclosure, (vi) conflicts of interest and (vii) business working hours and official holidays.

In the event that the Contractor becomes aware of any violation or potential violation by the Contractor, its subcontractor or any of their employees or agents, of any laws, regulations, UNAIDS policies or of other UNAIDS reasonable written directions and procedures, the Contractor shall immediately notify UNAIDS of such violation. UNAIDS, in its sole discretion, shall determine the course of action to remedy such violation, in addition to any other remedy available to UNAIDS in law or equity or under this Agreement.

4.29.5 Ethical Behaviour

UNAIDS, the Contractor and each of the Contractor's subcontractors and their employees and agents shall adhere to the highest ethical standards in the performance of this Agreement.

4.29.6 Engagement of Third Parties and use of In-house Resources

The Contractor acknowledges that UNAIDS may elect to engage Third Parties to participate in or oversee certain aspects of the project and that UNAIDS may elect to use its in-house resources for the performance of certain aspects of the project. The Contractor shall at all times cooperate with and ensure that the Contractor and each of its subcontractors and their employees and agents cooperate, in good faith, with such Third Parties and with any UNAIDS in-house resources.