

United Nations Children's Fund

**TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS AND CONTRACTORS**

Title	Funding Code	Type of engagement	Duty Station:
<b>Project Manager – Refurbishment</b>	SC 220030	<input checked="" type="checkbox"/> Consultant <input type="checkbox"/> Individual Contractor Part-Time <input type="checkbox"/> Individual Contractor Full-Time	Colombo
<b>Purpose of Activity/Assignment:</b>			
Provision for overall supervision, monitoring, administration, management and other relevant engineering support for the refurbishment of (a) child witness rooms that are planned to be established in High Courts in 34 locations throughout Sri Lanka, (b) refurbishment of Children’s Unit of the Attorney General’s Department to make the working environment of officers convenient and orderly with placement of furniture for document storage and filing and (c) any other design or engineering support as required in other project sites, such as Judicial Medical Officer’s Offices or University Forensic Medicine Departments. This activity is part of the ‘Support to Justice Sector Project (JURE)’ funded by the European Union, in partnership with the Ministry of Justice, and implemented by UNDP and UNICEF Sri Lanka.			
<b>Scope of Work:</b>			
Goal and Objective: The main objective of the consultancy is to ensure that all refurbishment related works adhere to technical standards, designs, Bill of Quantities (BoQs), quality, and timeline.			
The elements of the consultancy project are as follows:			
To develop BoQs for the child witness rooms for tendering purposes. To supervise the quality of works and review/certify the completed works as per the approved designs, specifications and BoQs			
<b>Description of Assignment:</b>			
<u>Activities and Tasks:</u>			
The major tasks to be undertaken by the consultant in this regard may include but not limited to the following:			
<b>a) Refurbishment</b>			
The Consultant – Project manager for refurbishment - is responsible for the overall administration, management and provision of other relevant engineering support, as needed, for the refurbishment of (a) child witness rooms that are planned to be established in High Courts in 34 locations throughout Sri Lanka including BoQ development for each location and (b) refurbishment of Children’s Unit of the Attorney General’s Department to make the working environment of officers convenient and orderly with placement of furniture for document storage and filing, (c) any other design or engineering support as required in other project sites, such as Judicial Medical Officer’s Offices or University Forensic Medicine Departments. The consultant shall take on the following tasks: (but are not limit to)			
<ul style="list-style-type: none"> <li>• Project Management - Supervise and coordinate with the above-mentioned stakeholders and vendors who will be assigned on these tasks to ensure their technical inputs and approvals are completed in a timely manner and swiftly provided to the vendors for project implementation.</li> <li>• Where applicable ensure to complete, submit and arrange for the payment of the government levies and ensure that the building contractor has fulfilled their obligations with respect to all relevant insurance and</li> </ul>			

performance security under the relevant contract. Ensure insurances and other contractual controls are maintained throughout the project and any extensions to these are obtained if required.

- Ensure all permits required for refurbishment activities are obtained prior to initiating works.
- Invite Partner, Representative from Protection Section and Company/ies selected for Refurbishment to Refurbishment Committee (RC) meetings, chair and minute all site meetings (which are to be held weekly). Provide copies of all meeting minutes to the Protection Section Focal Point within three (3) working days.
- Coordinate, monitor and manage engineering consulting/design company to achieve expected engineering surveys (topographical, geotechnical, seismic etc.), architectural designs, specifications, BoQs and daily supervision and quality control of the refurbishment works and refurbishment company/contractor to build the office as per stipulated contract terms and conditions.
- Prepare schedule of refurbishment activities, manage/ supervise refurbishment works, monitor work in progress, ensure project is implemented within agreed budgets and timelines, review/check/certify invoices and completed activities.
- Compile detailed progress reports for CC and other stakeholders, enabling real-time tracking of refurbishment progress.
- Ensure that effective quality control systems are in place and contractors and engineering consultancy companies work in compliance with technical specifications and quality standards.
- Ensure adequate health and safety measures and protocols are in place on site all the time and any deviations and incidents are swiftly reported.
- Prepare and provide to the building contractor interpretations and clarifications of the meaning and intent of the contract documents. Review and approve all proposed sub-contractors and supply project information to the building contractor in a timely manner (within 24 hours). Coordinate with CC for any input required facilities.
- Respond to Requests for Information (RFI's) and issue site instructions and variations. Validate all variations in respect of the project and issue all variations in writing. If a variation is given orally, confirm the direction in writing within 24 hours. All variations are to be agreed with the CC prior to issuing. A Contracts Variation register is to be maintained. Manage and make adjustments against provisional sums and provisional quantities as required.
- Identify bottlenecks and propose remedial action. Communicate with all stakeholders and improve project delivery and ensure timely completion.
- Receive all progress payment claims from the building contractor, assess and value works progress, verify all details included in these claims, verify quality of deliverables and calculate retention amounts (where applicable) and issue payment. Update CC with payments made. Ensure that all conditions in the conditions of contract, policies and requirements are satisfied.
- Examine and advise the CC on the building contractor's program of work. Agree with the building contractor in relation to programs for the refurbishment of the project, monitor performance against these programs and keep the CC informed of progress, reporting on milestones, and advising on potential delays and recommended remedial actions. Request or agree deviations to the program and, where necessary, give directions to the building contractor to suspend/recommence work under the contract, with the CC's agreement.

- Approve or reject all applications for extensions of time to the building contract and certify any amounts which become payable to the building contractor in accordance with the contract. All extensions of time to be agreed with the CC prior to approval.
- Provide effective planning, development, management and technical support as needed, which includes oversight of all refurbishment activities.
- Review and approve submissions by the building contractor, or any sub-contractors, including all shop drawings, product data, samples and other information, including those of manufacturers, suppliers and fabricators, as required and use best endeavors to ensure that the quality and intent of the design are fully complied with. Evaluate, report on and recommend the contractor's alternative or substitution proposals.
- Carry out all inspections required to ensure that work and materials are in conformity with the design intent of the contract documents, in compliance with any sample refurbishment elements and mock-ups, and that the work is of the required quality. Provide the necessary sign-offs.
- Direct and be present at all commissioning, inspections and testing which is to be carried out under the building contract, review the results of such tests.
- Monitor and maintain adequate records regarding the standards of workmanship, materials and equipment, in accordance with the quality assurance plan and investigate and take all steps necessary to ensure that defective work or material is rectified, where necessary.
- Prepare and submit to the CC regular status reports incorporating;
  - photographs illustrating the progress of the project, external works, whole of building external images and appropriate internals. Photographs are to be supplied in .jpg format with a description and date taken.
  - Incident reporting, drawing from the online incident reporting system. Refer Work, Health and Safety Incident and Near Miss Event Reporting – Guidelines
  - Key risks, including for work health and safety, stakeholders, time, scope, quality and cost.
- Manage a smooth handover of the facility to project owner/UNICEF with all the necessary quality checks, inspections, inventories and documentation comprehensively completed.
- Before granting substantial completion of the project, ensure that a comprehensive inspection of the works is carried out with the CC and nominated representatives and a defects list containing all identified and agreed defects (Snag List) is prepared.
- Assist UNICEF with appropriate written advice and documentation should a contractual claim and/or dispute arise under the building contract.
- In all above tasks, ensure compliance with UNICEF's relevant policies.

**b) Post Refurbishment**

The Consultant - Project Manager for refurbishment is responsible for post-refurbishment administration of the building contract in the following roles but not limited to:

- Coordinate with stakeholders to draft Operation and Maintenance guidelines to establish regular and periodic maintenance of the civil, mechanical and electrical components and equipment used in the building and prepare as built drawing.

- Ensure that the building contractor provides as-built drawings and maintenance and operations manuals as required by the building contract. Review all documents and administer any warranties required by the contract (drawings to be supplied in .dwg and .pdf format).
- Be responsible for the coordination and management of defects rectification during the defects liability period, ensure that rectification is undertaken in a timely manner, and update the defects list as works are completed. Advise the CC on the rectification of defects.
- Supervise the building contractor to undertake any steps necessary or desirable to address any operating deficiencies and monitor and report on maintenance undertaken by the building contractor during the defects liability period.
- Before granting final completion of the project, ensure that a comprehensive inspection of the works is carried out with the CC and nominated representatives, all defects have been rectified, and prepare a final inspection and handover report. In consultation with the CC, determine if final completion has been reached and, if so, issue a Certificate of Final Completion and provide a final account statement.
- Ensure contract closure in undertaken as per the conditions of contract.
- Attend all meetings and conferences, prepare and review all reports and recommendations and establish and maintain such records and registers as may be required to satisfy any of the preceding matters. Undertake any other work on behalf of UNICEF, which is required for the satisfactory completion of the project.
- Any other related tasks as may be required or assigned by the supervisor.

**Work relationships:**

The consultant is expected to maintain a good working relationship with all stakeholders.

**Child Safeguarding**

Is this project/assignment considered as "Elevated Risk Role" from a child safeguarding perspective?

YES  NO If YES, check all that apply:

**Direct contact role**  YES  NO

If yes, please indicate the number of hours/months of direct interpersonal contact with children, or work in their immediately physical proximity, with limited supervision by a more senior member of personnel:

**Child data role**  YES  NO

If yes, please indicate the number of hours/months of manipulating or transmitting personal-identifiable information of children (name, national ID, location data, photos):

More information is available in the [Child Safeguarding SharePoint](#) and [Child Safeguarding FAQs and Updates](#)

<b>Budget Year:</b> 2026	<b>Requesting Section/Issuing Office:</b> Child Protection	<b>Reasons why consultancy cannot be done by staff:</b> Office has no civil engineer; No capacity.	
<b>Included in Annual/Rolling Workplan:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No, please justify:			
<b>Consultant sourcing:</b> <input checked="" type="checkbox"/> National <input type="checkbox"/> <input type="checkbox"/>		<b>Request for:</b> <input checked="" type="checkbox"/> New SSA – Individual Contract <input type="checkbox"/> Extension/ Amendment	
<b>Consultant selection method:</b> <input type="checkbox"/> Competitive Selection (Roster) <input checked="" type="checkbox"/> Competitive Selection (Advertisement/Desk Review/Interview)			
<b>If Extension, Justification for extension:</b>			
<b>Supervisor:</b> Teona Aslanishvili	<b>Start Date:</b> 05/03/2026	<b>End Date:</b> 30/05/2026	<b>Number of Days (working)</b>

Annex A

Work Assignment Overview				
Tasks/Milestone:	Deliverables /Outputs:	Timeline From to		Estimate Budget LKR
1. Finalize BoQs & RFP	Refer to the Annex	05/03/2026	30/03/2026	The total estimated budget is given below
2. Technical evaluation and selection of supplier		01/04/2026	30/04/2026	
3. 30% sites work completion		15/05/2026	20/05/2026	
4. 60% sites work completion		20/05/2026	30/05/2026	
5. 100% sites work completion				

Annex Description	Deliverable output
Refurbishment Project Management.	<ul style="list-style-type: none"> <li>• Create BoQs, help draft RFP, do technical evaluation to select suitable supplier to do the refurbishment work.</li> <li>• Ensure all permits/clearances and certificates required are obtained and renewed on time.</li> <li>• Arrange, chair and minute all site meetings, Provide copies of all meeting minutes to the Refurbishment Committee within three (3) working days, Refurbishment implementation is well managed; Prepare the schedule of refurbishment activities, manage/ supervise refurbishment works, monitor work in progress, ensure the project is implemented as per stipulated contract terms and conditions within agreed budgets and timelines.</li> <li>• Carry out all inspections required to ensure that work and materials are in conformity with the design intent of the contract documents, in compliance with any sample refurbishment elements and mock-ups, and that the work is of the required quality. Provide the necessary sign-offs.</li> <li>• Direct and be present at all commissioning and testing which is to be carried out under the building contract, review the results of such tests.</li> <li>• Monitor and maintain adequate records regarding the standards of workmanship, materials and equipment, in accordance with the quality assurance plan and investigate and take all steps necessary to ensure that defective work or material is rectified, where necessary.</li> <li>• Compile detailed progress reports for CC and other stakeholders enabling real time tracking of refurbishment progress:             <ul style="list-style-type: none"> <li>- Photographs illustrating the progress of the project, external works, whole of building external images and appropriate internals. Photographs are to be supplied in .jpg format with a description and date taken.</li> <li>- Incident reporting, drawing from the online incident reporting system. Refer Work, Health</li> </ul> </li> </ul>

	<p>and Safety Incident and Near Miss Event Reporting – Guidelines</p> <ul style="list-style-type: none"> <li>- Key risks, including for work health and safety, stakeholders, time, scope, quality and cost.</li> <li>• Respond to Requests for Information (RFI’s) and issue site instructions and variations. All variations are to be agreed with the CC prior to issuing. A Contracts Variation register is to be used. Manage and make adjustment against provisional sums and provisional quantities as required.</li> <li>• Identify bottlenecks and propose remedial action. Communicate with all stakeholders and improve project delivery and ensure timely completion. Assess and value works progress, verify all details included in these claims, calculate retention amounts (where applicable) and issue payment review/check/certify invoices, and refurbishment completions.</li> <li>• Ensure that effective quality control systems are in place and contractors and engineering consultancy companies work in compliance with technical specifications and quality standards.</li> <li>• Mobilize and manage engineering consulting company to supervise and quality assurance of the ongoing refurbishment work and ensure the refurbishment project is completed with expected quality and timeline.</li> <li>• Before granting practical completion of the project, ensure that a comprehensive inspection of the works is carried out with the CC and nominated representatives and a defects list containing all identified and agreed defects (Snag List) is prepared.</li> <li>• Ensure all the refurbishment completions (partial &amp; substantial) are certified and disbursed payments to respective stakeholders as per contract agreement.</li> <li>• Assist UNICEF with appropriate written advice and documentation should a dispute arise under the building contract.</li> </ul>
<p>Development of reference plans and maintenance manuals.</p>	<ul style="list-style-type: none"> <li>• Coordinate with stakeholders to draft Operation and Maintenance guidelines to establish regular and periodic</li> </ul>

	<p>maintenance of the civil, mechanical and electrical components and equipment used in the building and prepare as built drawing.</p> <ul style="list-style-type: none"> <li>• Ensure that the building contractor provides as-built drawings and maintenance and operations manuals as required by the building contract. Review all documents and administer any warranties required by the contract (drawings to be supplied in .dwg and .pdf format).</li> </ul>
<p>Regular Reporting</p>	<ul style="list-style-type: none"> <li>• Compile detailed progress reports for UNICEF management and other stakeholders, enabling real-time tracking of refurbishment progress.</li> <li>• Coordinate with stakeholders to ensure all required inputs are timely provided and project schedule is met and ensure efficient operationalization of the facilities</li> </ul>

