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

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| **Title:****In House Face to Face National Operations Manager** |  | **Type of engagement**[x]  Consultant  | **Duty Station:****New Delhi** |
| **Purpose of Activity/Assignment:** The National Operations Manager will be primarily responsible for supporting the daily field operations of Face-to-Face (F2F) In-House team nationally. The National Operations Manager will act as an interface between the UNICEF Individual Giving Fundraising Manager and City Coordinators, Team Managers, Team Leaders and Fundraisers in cities across India |
| **Scope of Work *(Include Background/Rationale/Key Objectives of the Assignment)*:**The National Operations Manager will be required to facilitate an accelerated growth plan for the campaign from the onset. Strong fundraising leadership will be needed on a day-to-day basis to ensure national operations grow to realise a significant proportion of volume of individual donors planned by the ICO Individual Giving team. On a day-to-day basis this consultant will support City Coordinators, Team Managers and Team Leaders in driving results from the ground up and will be in the primary role of setting and supporting face-to-face fundraising performance expectations whilst maintaining a quality donor focused fundraising culture. The National Operations Manager will monitor and support the performance of national In-House Face-to-Face fundraising operations through effective training and performance management strategies, providing guidance and action plans to management teams where necessary. The consultant will work collaboratively with the Individual Giving Fundraising Manager to set the annual strategy and then provide all necessary support to deliver this strategy nationally.**Output will be measured in relation to [**Salesforce Report generated by BI Team will be used as means of performance verification]**:**Gross Volume of New Donors RecruitedProductivity of Teams Measured in SPH (Sign-Ups Per Hour)Quality Metrics such as Payment Method and Donor Demographic (Primarily Age)Annual Donor Retention Outcomes |
| ***Payment will be directly linked to deliverables. In case in a particular month the deliverables is not achieved, payment will be pro-rated based on the number of new donors recruited. However, in case the target is exceeded, the maximum pay ceiling will be the agreed honorarium.***  |
| **Child Safeguarding** Is this project/assignment considered as “[Elevated Risk Role](https://unicef.sharepoint.com/sites/DHR-ChildSafeguarding/DocumentLibrary1/Guidance%20on%20Identifying%20Elevated%20Risk%20Roles_finalversion.pdf?CT=1590792470221&OR=ItemsView)” from a child safeguarding perspective?        [ ]    YES    [x]    NO     If YES, check all that apply:                                                                                                                                                     **Direct contact role**[ ]  YES     [x]   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:

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**Child data role**[ ]  YES    [x]   NO

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| 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](https://unicef.sharepoint.com/sites/DHR-ChildSafeguarding/SitePages/Amendments-to-the-Recruitment-Guidance.aspx) and [Child Safeguarding FAQs and Updates](https://unicef.sharepoint.com/sites/DHR-ChildSafeguarding/DocumentLibrary1/Child%20Safeguarding%20FAQs%20and%20Updates%20Dec%202020.pdf)   |
| **Supervisor:**  | **Start Date:**  | **End Date:**  |
|  **Chief Resource Mobilization and Partnerships** (Till the time The Individual Fundraising Manager post is vacant) | 01.07.2023 | 30.06.2026 |
| Work Assignments Overview (*Include Major Tasks and Activities)* | Deliverables/Outputs | Timeline/Date for submission of Deliverable |
|  | ***Payment will be directly linked to deliverables. In case in a particular month partial/lesser number of pledge donors are acquired, then the payment will be pro-rated based on the number of new donors acquired.*** |  |
| Month 1 (July 2023)Recruit facers, team managers etc impart training to ensure they do the right pitch to the prospective donors, monitor their performance to ensure 500 new pledge donors paying INR: 725/- per month is recruited, out of which 1/3rd of the donors should be above 35 years of age | “Report on Donors acquired with age bifurcation, (Minimum 500 Pledges per month and out of 500 Pledges, minimum 33% Pledge donors should be above the age of 35 years | End July 202331 July 2023 |
| Month 2 (August 2023)Recruit facers, team managers etc impart training to ensure they do the right pitch to the prospective donors, monitor their performance to ensure 00 new pledge donors paying INR: 725/- per month is recruited, out of which 1/3rd of the donors should be above 35 years of age | Report on Donors acquired with age bifurcation, (Minimum 500 Pledges per month and out of 500 Pledges, minimum 33% Pledge donors should be above the age of 35 years | 31 August 2023 |
| Month 3 (September 2023) Recruit facers, team managers etc impart training to ensure they do the right pitch to the prospective donors, monitor their performance to ensure 500 new pledge donors paying INR: 725/- per month is recruited, out of which 1/3rd of the donors should be above 35 years of age | Report on Donors acquired with age bifurcation, (Minimum 500 Pledges per month and out of 500 Pledges, minimum 33% Pledge donors should be above the age of 35 years | 30 September 2023 |
| Month 4 (October 2023) Recruit facers, team managers etc impart training to ensure they do the right pitch to the prospective donors, monitor their performance to ensure 500 new pledge donors paying INR: 725/- per month is recruited, out of which 1/3rd of the donors should be above 35 years of age. | Report on Donors acquired with age bifurcation, (Minimum 500 Pledges per month and out of 500 Pledges, minimum 33% Pledge donors should be above the age of 35 years | 31 October 2023 |
| Month 5 (November 2023)Recruit facers, team managers etc impart training to ensure they do the right pitch to the prospective donors, monitor their performance to ensure 500 new pledge donors paying INR: 725/- per month is recruited, out of which 1/3rd of the donors should be above 35 years of age. | Report on Donors acquired with age bifurcation, (Minimum 500 Pledges per month and out of 500 Pledges, minimum 33% Pledge donors should be above the age of 35 years | 30 November 2023 |
| Month 6 (December 2023)Recruit facers, team managers etc impart training to ensure they do the right pitch to the prospective donors, monitor their performance to ensure 500 new pledge donors paying INR: 725/- per month is recruited, out of which 1/3rd of the donors should be above 35 years of age. | Report on Donors acquired with age bifurcation, (Minimum 500 Pledges per month and out of 500 Pledges, minimum 33% Pledge donors should be above the age of 35 years | 31 December 2023 |
| Month 7 (January 2024)Recruit facers, team managers etc impart training to ensure they do the right pitch to the prospective donors, monitor their performance to ensure 500 new pledge donors paying INR: 725/- per month is recruited, out of which 1/3rd of the donors should be above 35 years of age. | Report on Donors acquired with age bifurcation, (Minimum 500 Pledges per month and out of 500 Pledges, minimum 33% Pledge donors should be above the age of 35 years | 31 January 2024 |
| Month 8 (February 2024)Recruit facers, team managers etc impart training to ensure they do the right pitch to the prospective donors, monitor their performance to ensure 500 new pledge donors paying INR: 725/- per month is recruited, out of which 1/3rd of the donors should be above 35 years of age. | Report on Donors acquired with age bifurcation, (Minimum 500 Pledges per month and out of 500 Pledges, minimum 33% Pledge donors should be above the age of 35 years | 29 February 2024 |
| Month 9 (March 2024)Recruit facers, team managers etc impart training to ensure they do the right pitch to the prospective donors, monitor their performance to ensure 500 new pledge donors paying INR: 725/- per month is recruited, out of which 1/3rd of the donors should be above 35 years of age. | Report on Donors acquired with age bifurcation, (Minimum 500 Pledges per month and out of 500 Pledges, minimum 33% Pledge donors should be above the age of 35 years | 31 March 2024 |
| Month 10 (April 2024)Recruit facers, team managers etc impart training to ensure they do the right pitch to the prospective donors, monitor their performance to ensure 500 new pledge donors paying INR: 725/- per month is recruited, out of which 1/3rd of the donors should be above 35 years of age | Report on Donors acquired with age bifurcation, (Minimum 500 Pledges per month and out of 500 Pledges, minimum 33% Pledge donors should be above the age of 35 years | 30 April 2024 |
| Month 11 (May 2024)Recruit facers, team managers etc impart training to ensure they do the right pitch to the prospective donors, monitor their performance to ensure 500 new pledge donors paying INR: 725/- per month is recruited, out of which 1/3rd of the donors should be above 35 years of age. | Report on Donors acquired with age bifurcation, (Minimum 500 Pledges per month and out of 500 Pledges, minimum 33% Pledge donors should be above the age of 35 years | 31 May 2024 |
| Month 12 (June 2024)Recruit facers, team managers etc impart training to ensure they do the right pitch to the prospective donors, monitor their performance to ensure 500 new pledge donors paying INR: 725/- per month is recruited, out of which 1/3rd of the donors should be above 35 years of age. | Report on Donors acquired with age bifurcation, (Minimum 500 Pledges per month and out of 500 Pledges, minimum 33% Pledge donors should be above the age of 35 years | 30 June 2024 |
| Month 13 (July 2024)Recruit facers, team managers etc impart training to ensure they do the right pitch to the prospective donors, monitor their performance to ensure 1500 new pledge donors paying INR: 725/- per month is recruited, out of which 1/3rd of the donors should be above 35 years of age. | Report on Donors acquired with age bifurcation, (Minimum 1500 Pledges per month and out of 1500 Pledges, minimum 33% Pledge donors should be above the age of 35 years | 31 July 2024 |
| Month 14 (August 2024)Recruit facers, team managers etc impart training to ensure they do the right pitch to the prospective donors, monitor their performance to ensure 1500 new pledge donors paying INR: 725/- per month is recruited, out of which 1/3rd of the donors should be above 35 years of age. | Report on Donors acquired with age bifurcation, (Minimum 1500 Pledges per month and out of 1500 Pledges, minimum 33% Pledge donors should be above the age of 35 years | 31 August 2024  |
| Month 15 (September 2024)Recruit facers, team managers etc impart training to ensure they do the right pitch to the prospective donors, monitor their performance to ensure 1500 new pledge donors paying INR: 725/- per month is recruited, out of which 1/3rd of the donors should be above 35 years of age. | Report on Donors acquired with age bifurcation, (Minimum 1500 Pledges per month and out of 1500 Pledges, minimum 33% Pledge donors should be above the age of 35 years | 30 September 2024 |
| Month 16 (October 2024)Recruit facers, team managers etc impart training to ensure they do the right pitch to the prospective donors, monitor their performance to ensure 1500 new pledge donors paying INR: 725/- per month is recruited, out of which 1/3rd of the donors should be above 35 years of age. | Report on Donors acquired with age bifurcation, (Minimum 1500 Pledges per month and out of 1500 Pledges, minimum 33% Pledge donors should be above the age of 35 years | 31 October 2024 |
| Month 17 (November 2024)Recruit facers, team managers etc impart training to ensure they do the right pitch to the prospective donors, monitor their performance to ensure 1500 new pledge donors paying INR: 725/- per month is recruited, out of which 1/3rd of the donors should be above 35 years of age. | Report on Donors acquired with age bifurcation, (Minimum 1500 Pledges per month and out of 1500 Pledges, minimum 33% Pledge donors should be above the age of 35 years | 30 November 2024 |
| Month 18 (December 2024)Recruit facers, team managers etc impart training to ensure they do the right pitch to the prospective donors, monitor their performance to ensure 1500 new pledge donors paying INR: 725/- per month is recruited, out of which 1/3rd of the donors should be above 35 years of age. | Report on Donors acquired with age bifurcation, (Minimum 1500 Pledges per month and out of 1500 Pledges, minimum 33% Pledge donors should be above the age of 35 years | 31 December 2024 |
| Month 19 (January 2025)Recruit facers, team managers etc impart training to ensure they do the right pitch to the prospective donors, monitor their performance to ensure 1500 new pledge donors paying INR: 725/- per month is recruited, out of which 1/3rd of the donors should be above 35 years of age. | Report on Donors acquired with age bifurcation, (Minimum 1500 Pledges per month and out of 1500 Pledges, minimum 33% Pledge donors should be above the age of 35 years | 31 January 2025 |
| Month 20 (February 2025)Recruit facers, team managers etc impart training to ensure they do the right pitch to the prospective donors, monitor their performance to ensure 1500 new pledge donors paying INR: 725/- per month is recruited, out of which 1/3rd of the donors should be above 35 years of age. | Report on Donors acquired with age bifurcation, (Minimum 1500 Pledges per month and out of 1500 Pledges, minimum 33% Pledge donors should be above the age of 35 years | 28 February 2025 |
| Month 21 (March 2025) Recruit facers, team managers etc impart training to ensure they do the right pitch to the prospective donors, monitor their performance to ensure 1500 new pledge donors paying INR: 725/- per month is recruited, out of which 1/3rd of the donors should be above 35 years of age. | Report on Donors acquired with age bifurcation, (Minimum 1500 Pledges per month and out of 1500 Pledges, minimum 33% Pledge donors should be above the age of 35 years | 31 March 2025 |
| Month 22 (April 2025)Recruit facers, team managers etc impart training to ensure they do the right pitch to the prospective donors, monitor their performance to ensure 1500 new pledge donors paying INR: 725/- per month is recruited, out of which 1/3rd of the donors should be above 35 years of age. | Report on Donors acquired with age bifurcation, (Minimum 1500 Pledges per month and out of 1500 Pledges, minimum 33% Pledge donors should be above the age of 35 years | 30 April 2025 |
| Month 23 (May 2025)Recruit facers, team managers etc impart training to ensure they do the right pitch to the prospective donors, monitor their performance to ensure 1500 new pledge donors paying INR: 725/- per month is recruited, out of which 1/3rd of the donors should be above 35 years of age. | Report on Donors acquired with age bifurcation, (Minimum 1500 Pledges per month and out of 1500 Pledges, minimum 33% Pledge donors should be above the age of 35 years | 31 May 2025 |
| Month 24 (June 2025)Recruit facers, team managers etc impart training to ensure they do the right pitch to the prospective donors, monitor their performance to ensure 1500 new pledge donors paying INR: 725/- per month is recruited, out of which 1/3rd of the donors should be above 35 years of age. | Report on Donors acquired with age bifurcation, (Minimum 1500 Pledges per month and out of 1500 Pledges, minimum 33% Pledge donors should be above the age of 35 years | 30 June 2025 |
| Month 25 (July 2025)Recruit facers, team managers etc impart training to ensure they do the right pitch to the prospective donors, monitor their performance to ensure 2000 new pledge donors paying INR: 725/- per month is recruited, out of which 1/3rd of the donors should be above 35 years of age. | Report on Donors acquired with age bifurcation, (Minimum 2000 Pledges per month and out of 2000 Pledges, minimum 33% Pledge donors should be above the age of 35 years | 31 July 2025 |
| Month 26 (August 2025)Recruit facers, team managers etc impart training to ensure they do the right pitch to the prospective donors, monitor their performance to ensure 2000 new pledge donors paying INR: 725/- per month is recruited, out of which 1/3rd of the donors should be above 35 years of age. | Report on Donors acquired with age bifurcation, (Minimum 2000 Pledges per month and out of 2000 Pledges, minimum 33% Pledge donors should be above the age of 35 years | 31 August 2025 |
| Month 27 (September 2025)Recruit facers, team managers etc impart training to ensure they do the right pitch to the prospective donors, monitor their performance to ensure 2000 new pledge donors paying INR: 725/- per month is recruited, out of which 1/3rd of the donors should be above 35 years of age. | Report on Donors acquired with age bifurcation, (Minimum 2000 Pledges per month and out of 2000 Pledges, minimum 33% Pledge donors should be above the age of 35 years | 30 September 2025 |
| Month 28 (October 2025)Recruit facers, team managers etc impart training to ensure they do the right pitch to the prospective donors, monitor their performance to ensure 2000 new pledge donors paying INR: 725/- per month is recruited, out of which 1/3rd of the donors should be above 35 years of age. | Report on Donors acquired with age bifurcation, (Minimum 2000 Pledges per month and out of 2000 Pledges, minimum 33% Pledge donors should be above the age of 35 years | 31 October 2025 |
| Month 29 (November 2025)Recruit facers, team managers etc impart training to ensure they do the right pitch to the prospective donors, monitor their performance to ensure 2000 new pledge donors paying INR: 725/- per month is recruited, out of which 1/3rd of the donors should be above 35 years of age. | Report on Donors acquired with age bifurcation, (Minimum 2000 Pledges per month and out of 2000 Pledges, minimum 33% Pledge donors should be above the age of 35 years | 30 November 2025 |
| Month 30 (December 2025)Recruit facers, team managers etc impart training to ensure they do the right pitch to the prospective donors, monitor their performance to ensure 2000 new pledge donors paying INR: 725/- per month is recruited, out of which 1/3rd of the donors should be above 35 years of age. | Report on Donors acquired with age bifurcation, (Minimum 2000 Pledges per month and out of 2000 Pledges, minimum 33% Pledge donors should be above the age of 35 years | 31 December 2025 |
| Month 31 (January 2026)Recruit facers, team managers etc impart training to ensure they do the right pitch to the prospective donors, monitor their performance to ensure 2000 new pledge donors paying INR: 725/- per month is recruited, out of which 1/3rd of the donors should be above 35 years of age. | Report on Donors acquired with age bifurcation, (Minimum 2000 Pledges per month and out of 2000 Pledges, minimum 33% Pledge donors should be above the age of 35 years | 31 January 2026 |
| Month 32 (February 2026)Recruit facers, team managers etc impart training to ensure they do the right pitch to the prospective donors, monitor their performance to ensure 2000 new pledge donors paying INR: 725/- per month is recruited, out of which 1/3rd of the donors should be above 35 years of age. | Report on Donors acquired with age bifurcation, (Minimum 2000 Pledges per month and out of 2000 Pledges, minimum 33% Pledge donors should be above the age of 35 years | 28 February 2026 |
| Month 33 (March 2026)Recruit facers, team managers etc impart training to ensure they do the right pitch to the prospective donors, monitor their performance to ensure 2000 new pledge donors paying INR: 725/- per month is recruited, out of which 1/3rd of the donors should be above 35 years of age. | Report on Donors acquired with age bifurcation, (Minimum 2000 Pledges per month and out of 2000 Pledges, minimum 33% Pledge donors should be above the age of 35 years | 31 March 2026 |
| Month 34 (April 2026)Recruit facers, team managers etc impart training to ensure they do the right pitch to the prospective donors, monitor their performance to ensure 2000 new pledge donors paying INR: 725/- per month is recruited, out of which 1/3rd of the donors should be above 35 years of age. | Report on Donors acquired with age bifurcation, (Minimum 2000 Pledges per month and out of 2000 Pledges, minimum 33% Pledge donors should be above the age of 35 years | 30 April 2026 |
| Month 35 (May 2026)Recruit facers, team managers etc impart training to ensure they do the right pitch to the prospective donors, monitor their performance to ensure 2000 new pledge donors paying INR: 725/- per month is recruited, out of which 1/3rd of the donors should be above 35 years of age. | Report on Donors acquired with age bifurcation, (Minimum 2000 Pledges per month and out of 2000 Pledges, minimum 33% Pledge donors should be above the age of 35 years | 31 May 2026 |
| Month 36 (June 2026)Recruit facers, team managers etc impart training to ensure they do the right pitch to the prospective donors, monitor their performance to ensure 2000 new pledge donors paying INR: 725/- per month is recruited, out of which 1/3rd of the donors should be above 35 years of age. | Report on Donors acquired with age bifurcation, (Minimum 2000 Pledges per month and out of 2000 Pledges, minimum 33% Pledge donors should be above the age of 35 years | 30 June 2026 |
| **Estimated Consultancy fee (INR)****USD (Ex. Rate USD 1 = Rs.\_\_\_\_)** |  |
| Travel - International (if applicable) | Return Flights from Home Country (If Applicable) |
| Travel - National (please include travel plan)***Please specify here clearly the States and Districts where travel is required, number of trips, whether by air or train, number of days of outstation travel, terminals, travel within districts, if applicable, etc. so that the candidates can provide all-inclusive deliverable based fees.*** | * Number of trips (air/train) = \_100\_ trips
* Number of days of outstation travel = 500 days (for estimating taxi charges)
* Air fare’s to be reimbursed as per actuals based on submission of tickets costs and boarding passes.
 |
| Per Diem/DSA (if applicable) | * Number of days of outstation travel = \_500\_\_ days (for estimating per diem)
 |
| **Total estimated consultancy costs[[1]](#footnote-1)****(Consultancy Fees + Travel Costs)** | **INR:**  |
| **Minimum Qualifications required\*:** | **Years of Experience/Knowledge/Expertise/Skills required\*:** |
| [ ]  Bachelors [ ]  Masters [ ]  PhD [x]  Other High school certificate.Enter Disciplines:  | Minimum 5 years’ experience successfully managing face to face fundraising Operation at a national level.Experience of managing face to face fundraising teams in india an advantage.Experience of leading an in-house team an advantage. |
| \*Minimum requirements to consider candidates for competitive process | \*Listed requirements will be used for technical evaluation in the competitive process |
| [**Competitive Selection Criteria**](https://unicef.sharepoint.com/%3Ax%3A/r/sites/DHR/_layouts/15/Doc.aspx?sourcedoc=%7B86E327DF-70C8-4D8F-AC97-D7616AC383E4%7D&file=Selection%20Report%20Template.xlsx&action=default&mobileredirect=true&cid=42c0779b-27d6-48e2-a753-3a90b8dac86a) **(for clarification see** [**Guidance)**](https://unicef.sharepoint.com/%3Aw%3A/r/sites/DHR/_layouts/15/Doc.aspx?sourcedoc=%7BB3E3517A-8BBF-4368-90FE-7DBCD31544EA%7D&file=Guidance%20on%20Completing%20the%20Selection%20Matrix%20for%20Consultants%20and%20Individual%20Contractors.docx&action=default&mobileredirect=true)A) Technical Evaluation (e.g. maximum of 70 Points) B) Financial Proposal (e.g. maximum of 30 Points)C). Technical Evaluation Criteria:- Initial shortlisting to be done based on the following 2 criteria:1. High School Certificate.2. Minimum 5 years of experience in managing Operations of F2F fundraising Operations- Shortlisted candidate would be called for an interview and in the interview, they would be evaluated based on the following parameters:1. Relevant Experience – Managing F2F Operations at national level (40 marks)2. Leadership Quality – Experience in any developed market other than India. (20 marks)3). Others – Experience of managing F2F teams in India will be an added advantage and working with an In-House F2F will be an asset (10 marks)Qualifying score in technical evaluation is \_49\_\_\_\_ out of 70\_\_\_. |
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**Text to be added to all TORs:**

Individuals engaged under a consultancy or individual contract will not be considered “staff members” under the Staff Regulations and Rules of the United Nations and UNICEF’s policies and procedures and will not be entitled to benefits provided therein (such as leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants and Individual Contractors. Consultants and individual contractors are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.

The selected candidate is solely responsible to ensure that the visa (applicable) and health insurance required to perform the duties of the contract are valid for the entire period of the contract. Selected candidates are subject to confirmation of fully vaccinated status against SARS-CoV-2 (Covid-19) with a World Health Organization (WHO)-endorsed vaccine, which must be met prior to taking up the assignment. It does not apply to consultants who will work remotely and are not expected to work on or visit UNICEF premises, programme delivery locations or directly interact with communities UNICEF works with, nor to travel to perform functions for UNICEF for the duration of their consultancy contracts.

UNICEF offers reasonable accommodation for consultants with disabilities. This may include, for example, accessible software, travel assistance for missions or personal attendants. We encourage you to disclose your disability during your application in case you need reasonable accommodation during the selection process and afterwards in your assignment.

The General Terms and Conditions of Contract (Consultants) are [**ATTACHED**](https://unicef.sharepoint.com/sites/DHR/DocumentLibrary1/Forms/AllItems.aspx?id=%2Fsites%2FDHR%2FDocumentLibrary1%2FTalent%20Acquisition%2FConsultant%20and%20Individual%20Contractor%20CoE%2FHRD%20GTCs%20consultants%2Epdf&parent=%2Fsites%2FDHR%2FDocumentLibrary1%2FTalent%20Acquisition%2FConsultant%20and%20Individual%20Contractor%20CoE) **and should be read by candidates applying for the consultancy *(please attach the GTCs while advertising or sharing the TOR with candidates).***

Please note that the contract is delivery-based with a specific delivery schedule. Consultant should manage their own time and ensure submission of the deliverables as per the schedule. As consultancy contracts are deliverable based, an individual may hold concurrent contracts. Consultants will largely be remote-/home-based, not office-based.

1. **Costs indicated are estimated. Final rate shall follow the “best value for money” principle, i.e., achieving the desired outcome at the lowest possible fee. Consultants will be asked to stipulate all-inclusive fees, including lump sum travel and subsistence costs, as applicable.**

**Payment of professional fees will be based on submission of agreed deliverables. UNICEF reserves the right to withhold payment in case the deliverables submitted are not up to the required standard or in case of delays in submitting the deliverables on the part of the consultant.**  [↑](#footnote-ref-1)