

## Annex B - The full Terms of Reference (ToR)

### For Establishing 2+2+2 Years Long-Term Arrangements (LTA) for Rehabilitation and Construction Implementation Services in Türkiye and Syria

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#### 1.0 BACKGROUND

The United Nations Children's Fund (UNICEF) is seeking to establish **Long-Term Arrangements (LTAs)** with qualified and experienced construction firms specializing in the implementation of infrastructure projects. These LTAs are designed to ensure the delivery of high-quality outcomes for the construction and rehabilitation of facilities in the Water, Sanitation, and Hygiene (WASH), Education, and Health and Nutrition sectors across **Türkiye** and **Syria**.

Given the evolving humanitarian and development needs in these regions, UNICEF requires construction firms capable of delivering timely, cost-effective, and efficient solutions. The LTAs will enable UNICEF to respond rapidly to critical needs, ensuring infrastructure projects adhere to **international quality standards** while meeting specific **local requirements**.

By establishing LTAs with reliable partners, UNICEF aims to streamline project implementation processes and strengthen its capacity to support vulnerable communities, fostering resilience and sustainable development.

#### 1.1 DEFINITIONS

For the purpose of this document, the following definitions apply:

- **Firm:** The Construction Implementation entity contracted under this arrangement to execute infrastructure projects in line with UNICEF's objectives.
- **Supplier/Vendor:** Commercial entities directly contracted to undertake specific construction activities, such as material supply or specialized services.
- **NGO/Partners:** Civil Society Organizations collaborating with UNICEF to facilitate project implementation in targeted regions.
- **Syria:** Areas within Syria covered under cross-border humanitarian operations coordinated from Türkiye.
- **LTA:** A Long-Term Arrangement for specific construction-related services, allowing for efficient and ongoing procurement of construction implementation support as needed.

#### 1.2 CONTEXT AND NEED

UNICEF's mandate in **Türkiye** and **Syria** includes a comprehensive range of construction activities aimed at addressing critical infrastructure gaps in vulnerable communities. These projects are vital for improving access to essential services, including safe water, quality education, and reliable healthcare. The areas of focus are as follows:

### 1.2.1 WASH Infrastructure

Construction and rehabilitation of:

- **Water Supply Systems:** Boreholes, wells, piped networks, and solar/electric pumps.
- **Sanitation Facilities:** Latrines, eco-friendly systems, and centralized wastewater treatment plants.
- **Drainage Systems:** Stormwater management structures, culverts, and flood control measures.

(Refer to **Annex III** for a comprehensive list of WASH activities.)

### 1.2.2 Education Infrastructure

Development and enhancement of:

- **School Infrastructure:** Classrooms, multi-purpose halls, and teacher accommodations.
- **Libraries and Learning Spaces:** Digital hubs and modernized resource centers.
- **Recreational Facilities:** Playgrounds, sports fields, and community areas.

(Refer to **Annex I** for detailed descriptions of Education infrastructure activities.)

### 1.2.3 Health and Nutrition Infrastructure

Construction and modernization of:

- **Health Centers and Hospitals:** Primary, secondary, and tertiary facilities.
- **Specialized Units:** Maternity wards, diagnostic labs, and ICUs.
- **Waste Management Facilities:** Incinerators and bio-waste treatment plants.

(Refer to **Annex II** for specific Health and Nutrition infrastructure projects.)

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## 2.0 SCOPE OF SERVICES

The scope of services under this **Long-Term Arrangement (LTA)** encompasses the comprehensive implementation of construction and rehabilitation projects across UNICEF's key sectors: **WASH, Education, and Health and Nutrition**. The selected firms will be responsible for delivering end-to-end construction services, ensuring high-quality outcomes that meet international standards and local requirements.

### 2.1 Construction Implementation Services

The following services will be undertaken by the contracted firms:

### 2.1.1 Needs Assessments and Site Surveys

- **Preliminary Evaluations:** Conduct thorough assessments to confirm the suitability of sites and identify project-specific requirements.
- **Geotechnical Investigations:** Perform soil testing, topographical surveys, and groundwater assessments to inform project design.
- **Environmental and Social Impact Assessments:** Evaluate potential environmental and community impacts to ensure sustainability and compliance with relevant regulations.

### 2.1.2 Design Validation

- **Design Feasibility Analysis:** Review provided architectural and engineering designs for alignment with project objectives and local standards.
- **Technical Adjustments:** Propose modifications to designs where necessary to enhance functionality, safety, or efficiency.
- **Compliance Checks:** Validate designs against local building codes, international standards, and UNICEF's specifications.

### 2.1.3 Construction and Rehabilitation

- **New Construction:** Execute construction activities for facilities such as schools, health centers, WASH infrastructure, and community spaces.
- **Facility Rehabilitation:** Repair and restore existing infrastructure, including structural strengthening, modernization, and expansion of services.
- **Specialized Works:** Implement technically complex projects, such as wastewater treatment plants, solar-powered water systems, or laboratory facilities.

### 2.1.4 Procurement and Material Management

- **Sourcing of Materials:** Identify and procure high-quality construction materials from vetted suppliers.
- **Logistics and Transportation:** Ensure timely delivery of materials and equipment to project sites, optimizing costs and schedules.
- **Inventory Management:** Maintain accurate records of materials used to avoid wastage and ensure cost-efficiency.

### 2.1.5 On-Site Quality Control

- **Supervision and Monitoring:** Provide continuous oversight of construction activities to ensure adherence to designs, timelines, and technical specifications.
- **Health and Safety Management:** Enforce robust safety protocols to protect workers and communities during construction.
- **Testing and Inspections:** Conduct material testing, structural inspections, and system commissioning to confirm compliance with quality standards.

### 2.1.6 Project Handover

- **Final Inspections:** Conduct comprehensive inspections to confirm the completion of works to the satisfaction of UNICEF and stakeholders.
  - **Operational Readiness:** Ensure all installed systems and facilities are functional and ready for use.
  - **Documentation and Handover:** Provide all necessary documentation, including as-built drawings, user manuals, and maintenance plans.
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## 3.0 EXPECTED DELIVERABLES

The selected firms must deliver the following outputs to ensure the successful implementation of UNICEF's construction and rehabilitation projects:

### 3.1 Comprehensive Needs Assessments

- **Detailed Site Assessment Reports:** Reports highlighting site conditions, logistical requirements, community engagement needs, and risk factors.
- **Environmental and Social Impact Assessments (ESIA):** Comprehensive ESIA reports ensuring compliance with international and local environmental standards.
- **Utility and Infrastructure Surveys:** Detailed mapping of existing utilities (water, electricity, sanitation) to assess integration needs.

### 3.2 Validated Construction/Engineering Documents and Plans

- **Approved Work Plans:** Finalized project schedules, including milestones, resource allocation, and contingency plans.
- **Validated Technical Designs:** Engineering designs, architectural layouts, and schematics verified for compliance with standards and project objectives.
- **Bill of Quantities (BOQs):** Detailed and verified BOQs for accurate procurement and cost estimation.
- **Safety and Risk Management Plans:** Comprehensive plans addressing site safety, hazard mitigation, and risk management protocols.

### 3.3 Timely Project Implementation

- **Adherence to Schedules:** Execution of construction, rehabilitation, and installation activities as per agreed timelines.
- **Progress Reporting:** Submission of weekly or monthly progress reports, including photographs, construction logs, and status of milestones.
- **Community Engagement Reports:** Documentation of stakeholder consultations and feedback during project implementation.

### 3.4 Quality Assurance Reports

- **Site Supervision Logs:** Regular documentation of quality control checks and compliance with technical specifications.
- **Material Certification:** Evidence of quality compliance for all materials used, including certifications and test reports.
- **Health, Safety, and Environmental Reports:** Comprehensive logs of health, safety, and environmental protection measures implemented.
- **Defect Liability Monitoring:** Reports tracking rectification of defects observed during and post-construction.

### 3.5 Final Handover Documentation

- **Completion and Handover Reports:** Comprehensive reports certifying the completion of each project, including stakeholder sign-offs.
- **As-Built Drawings:** Accurate drawings reflecting the final constructed state of the facility.
- **Operation and Maintenance Manuals:** Detailed guidelines and training materials for facility operation, maintenance schedules, and troubleshooting.
- **Warranty and Guarantee Documentation:** Warranties for equipment, materials, and construction work, covering specified durations.
- **Commissioning Certificates:** Certification of successful commissioning of systems (e.g., water pumps, electrical systems, HVAC).

### 3.6 Additional Deliverables

- **Sustainability Reports:** Documentation of green building practices, energy-efficient installations, and eco-friendly measures incorporated.
- **Capacity Building and Training Records:** Logs of training sessions conducted for local stakeholders on facility use and maintenance.
- **Post-Construction Evaluation Plans:** Framework for evaluating the functionality and community impact of completed projects.
- **Digital Project Files:** Consolidated electronic files including all reports, designs, and deliverables for archival and reference.

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## 4.0 TARGET PROJECT TYPES

The Long-Term Arrangement (LTA) will cover a broad range of infrastructure projects to address the critical needs of WASH, Education, and Health and Nutrition facilities in Türkiye and Syria. The following project types are included:

### 4.1. WASH Infrastructure (*Refer to Annex III Activities for Details*)

- **Water Supply Systems (S):** Construction and rehabilitation of boreholes, pipelines, water kiosks, and solar-powered or electric water pumps.

- **Water Treatment Infrastructure (T):** Establishment of water treatment plants, modernization of facilities, and small-scale purification systems.
- **Water Storage Systems (O):** Installation and rehabilitation of water tanks (elevated, ground-level, and underground) and rainwater harvesting systems.
- **Sanitation Facilities (F):** Gender-segregated latrines, bio-digesters, centralized wastewater plants, and sewage systems.
- **Handwashing Facilities (H):** Standalone stations, foot-operated units, and rehabilitation of existing facilities.
- **Drainage and Flood Control Systems (D):** Stormwater channels, culverts, embankments, and retention basins.
- **Waste Management Facilities (W):** Landfills, incinerators, recycling stations, and bio-waste treatment plants.
- **Rehabilitation of WASH Facilities (E):** Comprehensive upgrades and retrofitting of water, sanitation, and drainage systems.

#### 4.2. Education Infrastructure (*Refer to Annex I Activities for Details*)

- **School Infrastructure (I):** Construction of new school buildings, rehabilitation of existing facilities, multipurpose halls, and modular classrooms.
- **Libraries and Learning Spaces (L):** Establishment and upgrading of libraries, resource centers, and digital hubs.
- **Science and Technical Facilities (C):** Construction and modernization of laboratories and ICT centers.
- **Sanitation and Hygiene Facilities (N):** Gender-sensitive school sanitation facilities and rehabilitation of hygiene systems.
- **Sports and Recreational Infrastructure (R):** Development of playgrounds, sports fields, and indoor sports arenas.
- **Fencing and Security Enhancements (B):** Boundary walls, gates, lighting, and security systems.
- **Teacher and Staff Housing (M):** Housing for teachers and rehabilitation of existing accommodations.
- **Specialized School Facilities (K):** Dormitories, hostels, and accessibility facilities for students with special needs.

#### 4.3. Health and Nutrition Infrastructure (*Refer to Annex II Activities for Details*)

- **Health and Nutrition Infrastructure (A):** Construction and rehabilitation of Health and Nutrition centers, outpatient departments, and inpatient wards.
- **Specialized Health and Nutrition Units (G):** Maternity wards, diagnostic labs, vaccine storage facilities, and ICUs.
- **Sanitation in Health and Nutrition Centers (P):** Gender-segregated sanitation systems and rehabilitation of septic tanks.
- **Waste Management Systems (J):** Bio-waste treatment plants, incinerators, and rehabilitation of waste storage facilities.
- **Accommodation and Support Facilities (U):** Housing for Health and Nutrition staff and renovation of existing facilities.
- **Public Health and Outreach Facilities (X):** Mobile clinics, outreach units, and public health training centers.

- **Water and Energy Systems (Y):** Dedicated water supply systems, solar power installations, and energy system rehabilitation.
- **Community Health Infrastructure (Z):** Wellness centers, mental health units, and community health worker training facilities.

#### 4.4. Clarifications for Vendors

- **Comprehensive Scope of Activities (Files: Annex I BoQ for Education Activities, Annex II BoQ for Health and Nutrition Activities, and Annex III BoQ for WASH Activities)**

The files titled **Annex I BoQ for Education Activities**, **Annex II BoQ for Health and Nutrition Activities**, and **Annex III BoQ for WASH Activities** outline the comprehensive scope of potential activities under the Long-Term Agreement (LTA). These documents serve as an exhaustive representation of the types of projects that UNICEF may undertake in collaboration with vendors, encompassing areas such as Education, Health and Nutrition , and WASH infrastructure.

It is critical to note that **vendors are not required to provide pricing for these activity-based BOQs**, as they are intended solely to define the technical and operational scope of work and project categories for future engagements. Instead, these files are meant to ensure that vendors fully understand the potential breadth and complexity of the projects covered under this agreement.

To proceed, vendors must **review, sign, and stamp** the documents as an acknowledgment of their ability, expertise, and commitment to execute projects within the defined scope when requested. This signed and stamped confirmation will demonstrate their readiness to collaborate on these activities in alignment with UNICEF's objectives.

- **Evaluation-Based Project BOQs (Files: Annex I BoQ for Education Project, Annex II BoQ for Health and Nutrition Project, and Annex III BoQ for WASH Project)**

In addition to the activity-based BOQs, UNICEF has provided **specific Bills of Quantities (BOQs)** in the files titled **Annex I BoQ for Education Project**, **Annex II BoQ for Health and Nutrition Project**, and **Annex III BoQ for WASH Project**. These BOQs are based on **actual past projects** and are provided to allow vendors to submit detailed and realistic pricing proposals. The primary purpose of these project-specific BOQs is to evaluate the vendor's **pricing capabilities, technical expertise, and professionalism** in preparing competitive and accurate bids.

Vendors are required to review these project-based BOQs carefully and submit pricing with thorough justifications that reflect their ability to execute the respective projects to the highest standards. The pricing should account for technical specifications, realistic market rates, and operational requirements to demonstrate their capability and professionalism.

- **Purpose and Objectives of this Approach**

The dual-approach structure-comprehensive activity-based BOQs and specific project-based BOQs has been implemented to ensure clarity and alignment in vendor engagement. The activity-based BOQs provide vendors with a detailed understanding of the potential scope of projects UNICEF may implement. The project-based BOQs serve as evaluation tools, enabling UNICEF to identify and onboard competent vendors capable of delivering **high-quality infrastructure solutions** tailored to meet the needs of vulnerable communities.

By reviewing and committing to the activity-based BOQs and pricing the project-specific BOQs, vendors confirm their technical expertise, resource availability, and readiness to contribute effectively to UNICEF's mission. This methodology ensures transparent evaluation, enhanced collaboration, and the successful delivery of impactful infrastructure projects.

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## **5.0 EVALUATION PROCESS**

The evaluation process is designed to ensure a fair and thorough assessment of proposals based on technical merit and cost-effectiveness. The total score will be 100 points, with technical evaluation contributing 70 points and price evaluation contributing 30 points.

### **5.1 Technical Evaluation (70 Points)**

#### **1. Firm's Profile (15 Points)**

##### **1.1 Experience in Similar Projects (10 Points):**

- **Assessment Focus:** Demonstrated experience in executing infrastructure projects.
- **Required Documentation:**
  - Comprehensive company profile highlighting services offered. (The document must be submitted digitally with the file name "**Company Profile**")
  - List of completed projects, specifying scale and relevance. (The document must be submitted digitally with the file name "**List of Completed Projects**")
  - Tax registration certificate (Tax Plate) evidencing years of operation. (The document must be submitted digitally with the file name "**Tax Plate**")
- **Scoring Criteria:**
  - **10 Points:** Over 8 years of relevant experience, demonstrating diverse project execution across sectors.
  - **7 Points:** 4–6 years of experience with moderate sectoral diversity.
  - **4 Points:** Less than 4 years of experience or limited focus in specific sectors.



## 1.2 Work in Challenging Environments (5 Points):

- **Assessment Focus:** Proven ability to deliver projects in Türkiye and Northwest Syria, including disaster-affected regions.
- **Required Documentation:**
  - Two (2) reference letters from projects executed in earthquake-affected cities in Türkiye and/or Northwest Syria. (The document must be submitted digitally with the file name "**Reference Letters**")
- **Scoring Criteria:**
  - **5 Points:** Verified success in both Türkiye and Northwest Syria.
  - **2.5 Points:** Experience in either Türkiye or Northwest Syria.

## 2. Previous Projects (30 Points)

### 2.1 Track Record of Successful Projects (20 Points):

- **Assessment Focus:** Demonstrated ability to deliver high-quality construction projects on time and within budget.
- **Required Documentation:**
  - At least four (4) construction project completion certificates within the past seven (7) years. (The document must be submitted digitally with the file name "**Completion Certificates**")
- **Scoring Criteria:**
  - **20 Points:** Projects totaling USD 2,000,000–3,000,000 in value delivered successfully.
  - **13 Points:** Projects totaling USD 1,000,000–1,999,999 in value delivered successfully.
  - **5–9 Points:** Projects totaling USD 500,000–999,999 in value delivered successfully.

### 2.2 Client References (10 Points):

- **Assessment Focus:** Evidence of positive feedback and satisfactory performance from past clients or implementing partners.
- **Required Documentation:**
  - At least three (3) signed reference letters detailing project specifics and outcomes.
  - Contact information for verification. (The document must be submitted digitally with the file name "**Reference Letters**")
- **Scoring Criteria:**
  - **10 Points:** Three (3) positive references provided.
  - **6 Points:** Two (2) positive references provided.
  - **3 Points:** One (1) positive reference provided.

## 3. Resources (10 Points)

### 3.1 Skilled Personnel (6 Points):

- **Assessment Focus:** Availability of qualified personnel, including engineers, project managers, and site supervisors.
- **Required Documentation:**
  - Resumes or CVs of the general manager overseeing construction projects. (The document must be submitted digitally with the file name "**CV**")
  - Copies of six (6) engineering diplomas for personnel involved in the project. (The document must be submitted digitally with the file name "**Diplomas**")
- **Scoring Criteria:**
  - **6 Points:** Fully staffed team with diverse and relevant expertise.
  - **1–3 Points:** Partial team availability or limited qualifications.

### **3.2 Construction Action Plan (4 Points):**

- **Assessment Focus:** Availability of a detailed construction action plan outlining project execution strategies.
- **Required Documentation:**
  - Comprehensive construction action plan submitted by the company. (The document must be submitted digitally with the file name "**Action Plan**")
- **Scoring Criteria:**
  - **4 Points:** Action plan is comprehensive and clearly aligned with project goals.
  - **1–3 Points:** Action plan is incomplete or lacks detail.

### **4. Construction Authorization Certificate (15 Points)**

- **Assessment Focus:** Valid certification required to execute construction and rehabilitation projects.
- **Required Documentation:**
  - Copy of a valid Construction Authorization Certificate (**Müteahhitlik Yetki Belgesi**). (The document must be submitted digitally with the file name "**CAC**")
- **Scoring Criteria:**
  - **15 Points:** Valid certificate provided.
  - **5 Points:** Certificate expired within the last 12 months but demonstrated previous validity.
  - **0 Points:** Certificate not provided or expired beyond 12 months.

### **5.2 Price Evaluation (30 Points)**

- Proposals will be evaluated based on cost-effectiveness to ensure the best value for money.
- **The bid closest to the average of all submitted prices** will receive the maximum 30 points, with other bids receiving points proportionally based on their deviation from the average price.

### **5.3 Passing Score and Selection Criteria**

- Proposals must achieve a minimum technical score of **49 out of 70 points** to be considered for financial evaluation.

- Selection will follow the **Best Value for Money** principle, awarding contracts to firms with the highest cumulative scores from both technical and price evaluations.

**Note:**

- UNICEF reserves the right to:
    - Award multiple LTAs to different firms based on specific project needs.
    - Contract firms based on specific categories (e.g., WASH, Education, Healthcare), ensuring that selected firms possess the requisite expertise for the assigned category.
    - Disqualify proposals that fail to meet the minimum technical requirements or demonstrate non-compliance with UNICEF standards.
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## **6.0 KEY PERFORMANCE INDICATORS (KPIs)**

### **1. Timely Delivery:**

- Ensure all projects are completed within the agreed timelines, including detailed milestones and final deadlines.
- Establish proactive project scheduling systems to identify and mitigate risks causing potential delays.
- Maintain a documented log of progress tracking and implement corrective measures for deviations.

### **2. Quality Assurance:**

- Adhere to UNICEF's technical specifications and internationally recognized construction standards.
- Develop and execute a comprehensive quality management plan, including regular site inspections and third-party quality assessments.
- Ensure all materials and workmanship meet or exceed specified standards through documented testing and certification processes.

### **3. Cost Efficiency:**

- Achieve optimal use of allocated resources, ensuring projects are delivered within approved budgets while maintaining high quality.
- Perform regular financial reporting and cost analysis to provide transparency and accountability for expenditures.
- Implement cost-saving strategies such as value engineering without compromising functionality or durability.

### **4. Health, Safety, and Environmental Compliance:**

- Develop and enforce a comprehensive Health, Safety, and Environmental (HSE) policy for all project sites.
- Provide regular HSE training for all workers and supervisors to foster a safety-first culture.
- Conduct regular audits to ensure compliance with national and international safety standards and UNICEF's child safeguarding policies.
- Employ environmentally sustainable practices, including waste reduction, pollution control, and resource conservation.

5. **Stakeholder and Beneficiary Satisfaction:**
  - Ensure active participation and engagement with local communities, beneficiaries, and stakeholders to build trust and ownership.
  - Implement clear communication channels to provide regular updates and address community concerns during all project phases.
  - Facilitate post-construction feedback sessions to evaluate project impact and satisfaction levels.
6. **Functional and Sustainable Design:**
  - Deliver infrastructure with a focus on long-term functionality, durability, and maintenance efficiency.
  - Incorporate climate-resilient and sustainable design principles, such as solar energy systems, rainwater harvesting, and energy-efficient lighting.
  - Ensure gender-sensitive and inclusive designs, including facilities for persons with disabilities.
7. **Innovation and Adaptability:**
  - Introduce and adopt innovative construction techniques and materials to enhance project efficiency and durability.
  - Develop adaptable designs and solutions that address evolving needs, including rapid response capabilities for emergency projects.
8. **Documentation and Handover:**
  - Provide complete as-built drawings, maintenance manuals, and operational training to local stakeholders at project completion.
  - Ensure all project documents, including contracts, approvals, and completion certificates, are accurately archived.
  - Implement a seamless handover process, ensuring stakeholders are prepared for the operational phase.
9. **Performance Monitoring and Reporting:**
  - Establish a transparent monitoring and evaluation framework, with periodic performance reviews.
  - Provide detailed progress reports, including photos, quality control records, and risk assessments, at agreed intervals.
  - Monitor post-construction performance to ensure infrastructure durability and effectiveness.
10. **Compliance with Legal and Regulatory Frameworks:**
  - Ensure all projects comply with local construction codes, labor laws, and environmental regulations.
  - Secure all necessary permits and approvals before the commencement of construction activities.
11. **Sustainability and Resilience:**
  - Prioritize designs and methods that minimize environmental impact and enhance resilience to climate change.
  - Promote the use of renewable energy sources, recycled materials, and eco-friendly construction practices.
  - Integrate sustainable waste management systems to reduce operational costs and environmental impact.

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## 7.0 INDICATIVE PERIOD

- **LTA Duration:**

The Long-Term Arrangement (LTA) will have an initial duration of **two years (2)**, with the option for an additional **four-year (2+2)** extension. The extension will be contingent upon satisfactory performance, evolving needs, and mutual agreement between UNICEF and the contracted firm(s).
- **Project-Specific Timelines:**

Timelines for each project will be explicitly defined in the respective contracts issued under the LTA. These timelines will include:

  - **Project Start Date:** The expected date for mobilization of resources to commence construction.
  - **Milestone Completion Dates:** Key performance milestones to track progress and ensure timely delivery.
  - **Substantial Completion Date:** The date by which all major construction activities are expected to be completed.
  - **Final Handover Date:** The agreed deadline for project closeout, including submission of all final documentation, inspections, and operational readiness.
- **Implementation Flexibility:**

The LTA provides flexibility to adjust timelines in response to unforeseen challenges, including:

  - Access and security issues in the project area (especially in Syria).
  - Supply chain disruptions or natural disasters.
  - Amendments to project scope as agreed by both parties.
- **Periodic Performance Reviews:**

Progress on project timelines will be evaluated through periodic performance reviews, with penalties or adjustments applied for delays caused by the contracted firm. Exceptions will be made for delays caused by force majeure, verified by UNICEF.
- **Defect Liability Period:**

Each project will include a defect liability period, typically 6–12 months from the handover date, during which the contractor will be responsible for rectifying any construction defects identified by UNICEF or its partners.
- **Coordination Requirements:**

The contractor is expected to maintain open communication and coordinate closely with UNICEF and its partners to ensure alignment on timelines and project progress.

By detailing the indicative period in the LTA, UNICEF ensures clarity and accountability in the execution of construction and rehabilitation projects while retaining flexibility to adapt to evolving needs.

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