

UNICEF México
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Request for Proposal

Consultancy Service to support the development of a
de-institutionalization/care reform process in Mexico

México City May 1st, 2019.

Private and Confidential

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1. INSTRUCTIONS AND GENERAL INFORMATION

ESSENTIAL INFORMATION AND CONDITIONS OF DELIVERY OF PROPOSALS.

UNICEF calls for bids (RFP) to establish a contract for Consultancy services to support the development of a de-institutionalization/care reform process in Mexico

Request For Proposal (RFP, for its acronym in English), is a process for acquisitions of required services, where it is expected that the offeror proposes a solution to the problems outlined in the bidding of the bases. RFP is issued to receive proposals that, when evaluated, contain an integral solution, within the framework of the established instructions, such as: (i) objective and scope, (ii) enumeration of the requirements that must be included in the proposal, (iii) selection criteria, (iv) form of delivery of the proposals.

The deadline to receive responses to this RFP is May 24th, 2019 at 5:00 PM local time of Mexico City. We recommend that you carefully review the contents of this document and make sure that your representative can meet the minimum requirements stipulated herein.

Proposals must be sent to the following email: supplymexico@unicef.org, Any proposal sent or delivered to other addresses or by other means than those stipulated will be discarded.

The title of the mail should start with the reference number of this RFP, that is, RFP9148599 plus the name of the service or bid, example, RFP9148599 - Consultancy Care Reform - Technical proposal and another one with the economic proposal.

Consider the following aspects prior to submitting your proposal:

1. You must send 2 files in PDF, one with your technical proposal and another one with the economic proposal, based on the annex 1 of this document, these must be signed by the legal representative of your company. Everything must be sent by email (e-mail). Each document must contain a cover with the following information: Subject, Reference, Date and Place.
2. Alongside your technical proposal, you must send the letter of acceptance of participation in the RFP signed by the legal representative or agent of your company, on the day indicated in the calendar of this RFP, to the email previously indicated.
3. Likewise, the letter of confidentiality signed by the suppliers must be sent, on the day indicated in the calendar of this RFP, to the previously indicated mail.
4. The reference RFP9148599 should be indicated in the subject, the cover and each of the sheets containing the proposals.
5. Bidders are free to attach any additional information, added value, etc. that they consider necessary in their technical proposal, under the condition of not referring to costs in said file, the technical proposal must NOT include costs of any kind.
6. In those cases where the request for proposal includes a form, it must be completed according to the instructions to that effect and sent to the designated mail.
7. It is important to read carefully each of the conditions provided by UNICEF in this call and ensure that your offer is consistent with the requirements mentioned in this document. Any failure or lack detected in the presentation, reception or omission of the required terms will lead to an absolute invalidation of the proposal, without any technical and / or economic evaluation.
8. In case the bidder decides to modify his proposal, they must be received before the closing date and time. It must be clearly indicated that it is a modification and replaces the previous proposal.
9. You should not include any information related to costs or value proposition in this document.

BID CALENDAR AND CONTACTS

The selection process must comply with the following calendar:

DATE	ACTIVITY	RESPONSIBLE
01/05/2019	1. Solicitation document sent to participants (by e-mail)	UNICEF
08/05/2019	2. Reception of doubts from suppliers (by e-Mail)	Suppliers
1/05/2019	3. Sharing of answers to doubts (by e-Mail)	UNICEF

15/05/2019	4. Starting date to receive proposals (by e-mail)	Suppliers
24/05/2019	5. Deadline to receive proposal (by e-mail)	Suppliers
27/05/2019 al 03/06/2019	6. Proposal Evaluation process from UNICEF	UNICEF
04/06/2019	7. Information of Next Steps	UNICEF and Selected Suppliers
12/06/2019	8. Award notification	UNICEF

On May 27th all emails will be opened with the proposals and will be delivered to an Evaluation Committee for review.

According to the dates foreseen in this document, there can not be any request for extension of the time for delivery of information or samples by the suppliers. Notwithstanding the foregoing, UNICEF reserves the right to modify at any time the calendar stipulated here according to their needs, with the understanding that any change to the dates will be notified via email to each of the Suppliers and will publish in the pages of UNICEF and UNGM.

QUESTIONS ABOUT THIS RFP

In order to clarify any doubt suppliers may have, each vendor should send their questions in the date mentioned in the calendar above, by e-mail, considering the following details.

All questions should have the following format in EXCEL:

RFP NUMBER: _____

DATE: _____

NAME OF SUPPLIER: _____

Document	Section	Page	Question

All questions and answers will be shared with all the participants, to maintain equity and transparency in all the process.

The only channel of communication must be the following e-mail address supplymexico@unicef.org and for only this activity please CC your e-mail to the following person eecheverriavargas@unicef.org. All emails should indicate in the subject the number of the RFP which is RFP9148599.

TERMS AND CONDITIONS

This section sets forth the terms and conditions for responding to this RFP including the selection process and criteria.

CONFIDENTIALITY

The information described in this document is the property of UNICEF and should not be misused. This information is shared with the understanding that it will be kept in strict confidentiality and will not be duplicated or used, in whole or in part, for any purpose other than the evaluation of this RFP.

All information and documents provided to suppliers by UNICEF ("Bidding Document Materials") will be treated as confidential by the providers. If any supplier refuses to participate in this process, or if the quote is rejected or is not successful, the supplier will promptly return all Documents of this tender to UNICEF, or destroy or eliminate them. Suppliers shall not use the information in the bid for any purpose other than the purpose of preparing an offer and shall not disclose information to any third party, except: (a) with the prior written consent of UNICEF; (b) when the third party assists the supplier in the preparation of the offer, provided that the supplier has previously guaranteed compliance by the third party in matters of confidentiality; (c) if required by law, and provided that the provider has previously informed UNICEF in writing of its obligation to disclose the information; or (e) if the Materials of the bidding document are of general and public availability but not of the result of the breach of trust on the part of the person receiving the Materials of the application document.

PROPERTY OF INFORMATION

It is UNICEF's intent that all descriptions of the product or service, specifications, reports, data, ideas, discoveries, inventions and systems that are developed, modified and created by the contestant resulting from this RFP will be owned by UNICEF, and UNICEF will have rights exclusive property on them.

SELECTION PROCESS

- i. UNICEF reserves the right to disqualify anyone who submits the proposal after the date and time marked as limit or who provides incomplete, contradictory or false information.
- ii. UNICEF does not assume any responsibility when receiving your proposal, this document does not represent a purchase commitment.
- iii. UNICEF reserves the right to accept all, any or none of the proposals submitted; they also reserve the right to accept the proposals totally or partially according to their needs.
- iv. UNICEF reserves the right to negotiate, at its discretion, any of the details, conditions or specifications proposed by the Provider, whether operational, technical, contractual or commercial.
- v. UNICEF reserves the right to select at its sole discretion the providers it deems qualified.
- vi. UNICEF reserves the right to cancel or suspend at any time, the selection process derived from this RFP without implying any responsibility for UNICEF.
- vii. UNICEF reserves the right to modify, extend or diminish at any time, the conditions contained in this RFP, during the term of the contest, and if applicable, will be communicated to all participants. Once the bidding period is over, there will be no changes, unless the contest is re-launched.
- viii. In your case, the fact of being a current supplier of UNICEF will not imply or favor that the Provider could be considered for future projects.

ACCEPTANCE / REJECTION PROCESS

- i. UNICEF reserves the right to make a selection at its discretion without being forced to explain the reasons for the decision, nor to announce the identity of the winner.
- ii. After receiving the answers, discussions may be held if necessary, at the discretion of UNICEF, to clarify elements of their proposal. Each contestant must be ready to clarify in writing the possible doubts that arise from the same proposal.
- iii. The answers will be evaluated for their competitiveness, their realism and the substance of their content. The selection will be based on how UNICEF determines that the responses comply with the requirements indicated in the RFP.

SELECTION CRITERIA

The criteria for evaluation and selection of the winner will be the following, in the same order of importance:

1. Technical proposal
2. Commercial proposal

COSTS OF PROPOSAL PREPARATION

UNICEF will not accept any obligation for costs incurred by the contestants to respond to the RFP. The costs of developing and delivering a response will be the full responsibility of the Contestant. All responses will be owned by UNICEF.

MODIFICATIONS / CANCELLATION

UNICEF reserves the right to modify this RFP, even before the date of receipt of proposals. If that is the case, the modification will be sent to all potential contestants. UNICEF reserves the right to cancel this RFP, at its discretion, for one or all contestants at any time. Cancellation will be effective with the mere communication of this.

UNITED NATIONS SYSTEM

- a) All the Organisms of the United Nations System, which, although not expressly mentioned, are included in the present and may make use of the bidding process with the bidder that has won the contest. The above, as long as the scope is the same.
- b) UNICEF is an organism of the United Nations System, that is to say an international and intergovernmental organization, that was created on December 11, 1946 as a subsidiary organ of the United Nations, with headquarters in New York and offices in more than 160 countries and 260 stations. of service worldwide.
- c) UNICEF works with governments, civil society and other organizations worldwide to empower children's rights to survival, protection, health and development.
- d) UNICEF is guided by the Convention on the Rights of Children.

CODE OF CONDUCT

- a) UNICEF reinforces "zero tolerance" including without excluding any type of conduct, unethical, unprofessional and fraudulent.
- b) UNICEF demands that its suppliers observe the highest moral and professional ethics, as well as respect for the principles that govern the mandate of the UN and UNICEF.
- c) It is clear that UNICEF employees are prohibited from accepting gifts of any kind from suppliers, during the contest and / or the validity of a contract.

RESTRICTIONS

- a) The United Nations (UN) system has established restrictions on the employment of former officials who participate in the procurement process according to bulletin ST / SGB / 2006/15.
- b) For a year after their separation from service, former officials are prohibited from seeking or accepting employment, remuneration or any kind of benefit with any UN provider or contractor, regardless of their geographical location.
- c) For a period of two years after their separation from service, any former officer who has participated in the UN procurement process is restricted from contacting any active staff member per intern on any matter related to procurement.
- d) UN requests compliance and adherence to this indication and regulations.
- e) Any bidder that hires, employs or compensates a member of the UN staff, is in flagrant violation of the provisions of the bulletin mentioned in point 12.1.and will be subject to suspend its registration or be terminated, according to procedures and policies of acquisitions of the System.

PENALTIES OR TEMPORARY SUSPENSION

- a) Only suppliers that respect the highest ethical principles and financial transparency will be considered eligible for the award of contracts by UNICEF. This means that, in order to be considered an acceptable provider, with which UNICEF will maintain a commercial relationship, the provider must not have been suspended, disabled or identified as ineligible by any UN agency, or the World Bank group, etc.
- b) The list of illegibility of suppliers can be found at <https://www.ungm.org/Admin/IneligibleVendors> must be registered in UNGM to see the list.
- c) Suppliers are required to disclose to UNICEF if they are subject to any sanction or temporary suspension imposed by the World Bank group or any international or United Nations organization.

USE OF THE UNICEF BRAND

It is prohibited for all suppliers to use the brand, logo, colors, etc. of UNICEF in any type of proposal, printed materials, business cards, promotional products or others that may be considered copyright of UNICEF, without prior written authorization from UNICEF.

CHARACTERISTICS OF THE TECHNICAL / COMMERCIAL PROPOSAL AND OTHERS

In addition to what has already been commented on in section 1 of this document, consider also:

- a) The Supplier must agree that its Proposal constitutes a formal offer of services and / or goods to UNICEF and that said proposal will remain in force for a minimum period of 90 (ninety) days from the date of its receipt by the party. of UNICEF.
- b) UNICEF will not be responsible for any costs or expenses incurred by the Supplier for the production, delivery, explanation, development or any aspect related to demonstrations for the requested proposal.
- c) The prices that appear in the economic proposal must include the total cost of the services and / or goods object of the same: The consideration must contain all the human and material resources, as well as the direct and indirect costs that are derived by said services and / or goods.
- d) The aggregated values play an important role in the evaluation of the Proposal, so the Supplier must quantify them in its proposal proving that they are effectively additional points and without cost to the requested proposal.
- e) All documentation submitted electronically must clearly indicate the reference number of this call.
- f) Documents must be submitted in ENGLISH, unless otherwise specified.
- g) Documents must be sent signed by the legal representative and / or proxy and in Adobe Acrobat PDF format.
- h) Bidders must ensure the integrity of the attachments, ie they are free of viruses, or somehow corrupt. That are legible and clear. That they are well organized and if they are scanned documents, that they are in the correct order. If this condition is breached, the proposal will be disqualified.
- i) Any proposal received in any other way is invalidated.
- j) The documents can be sent in batches, however, it must not exceed the size of UNICEF email size of 10 (ten) megabytes.
- k) All references to descriptive materials should be included in the response, although the material / documents can be supplied as annexes to the proposal / response.

CHARACTERISTICS TECHNICAL PROPOSAL

The Technical Proposal presented by the suppliers must comply with / include the following requirements:

- a) The technical proposal must be based on what is indicated in Annex 1 of this document.

The offeror must provide all the necessary information in its proposal to address each area of the evaluation matrix contained in the Terms of Reference / Annex 1 allowing the evaluation team to make a substantive assessment for the assignment of scores.

CHARACTERISTICS COMMERCIAL PROPOSAL

- a) The costs offered shall include all the elements and expenditures necessary for the provision of the Service, in accordance with the provisions of this document and its Annexes, not accepting future claims for expenditures that should be made and were not included in the Offer.
- b) The prices offered must be valid and fixed, for the entire duration of the project.
- c) UNICEF will not make pre-payments or advance payment of pre-invoices and / or similar. It is expected that the provider has the economic solvency for this.
- d) All costs will be expressed in Mexican pesos and without VAT or in USD without Taxes.

PAYMENT FORM

- a) Payments for the Service will be made, after verification of compliance by UNICEF area that is designated at the time of the award.
- b) Payments will be made at 30 (thirty) days (month due) of the presentation of the corresponding invoice without recognition for price adjustments, financial costs or interest.

- c) UNICEF reserves the right to withhold all or part of the payment if the performance is not satisfactory, if the work / product is incomplete, is not delivered, or due to failure to comply with the deadlines.
- d) It will be paid according to the following information:
 - 1st payment on June 2019 – 10%
 - 2nd payment on August 2019 – 10%
 - 3rd payment on October 2019 – 10%
 - 4th payment on November 2019 – 10%
 - 5th payment on December 2019 – 10%
 - 6th payment on March 2020 – 25%

TERMS AND CONDITIONS OF CONTRACT

- a) Any contract resulting from this call will adhere to the general terms and conditions of UNICEF contracts and the specific conditions detailed in this call.
- b) The projects and resources, and their contracts, may be assigned to one or several providers, according to the decision of UNICEF, once the commercial and technical proposals have been evaluated.
- c) UNICEF WILL NOT INCURRED in any expense before signing the contract that emanates from this call or expenses before receiving a signed contract.
- d) This bidding document has been made for the purpose of facilitating the bidders' participation in this contest, however, the established general terms and conditions that govern UNICEF contracts prevail.
- e) Annex C General Terms and Conditions UNICEF Contracts (see PDF file)

ANNEX A – CONFIDENTIALITY LETTER

Request For Proposal (RFP): 9148599

Name of Company:

With the signing of the present Letter, the Participating Supplier declares to know and accept that all information provided by virtue of this RFP, as well as that derived from it, is and will always be the exclusive property of UNICEF and therefore its use is protected and absolutely restricted to the participation of the Supplier in this RFP and, where appropriate, to the negotiation and possible formalization of the acquisition of the goods and / or services object of the same and for the exclusive benefit of UNICEF.

The Supplier acknowledges and accepts the obligation to keep and maintain total secrecy and confidentiality regarding all data and information of any kind that UNICEF delivers, discloses or provides, whether verbally, in writing or contained in any other type of information. material, electronic or digital support, tangible or intangible, stating without limitation: diskettes, magnetic tapes, compact discs, digital video discs, microfilm, recordings or any other known or unknown means, as well as any documentation, analysis or results obtained or inferred from said Information, which are related to the object of this RFP (hereinafter the "Confidential Information").

The Supplier shall refrain from disclosing, directly or indirectly, in whole or in part, by any means, the content of the Confidential Information to any person or entity, national or foreign, whether or not, in order to obtain its own or for third parties, of any kind or class, regardless of the use that has been given to them. The Supplier is obliged to implement and maintain all those physical and / or technological security measures that are necessary to guarantee the proper custody and protection of the Confidential Information.

The Supplier acknowledges and accepts that the Confidential Information is and will continue to be considered, at all times and for all purposes, the exclusive property of UNICEF during and after this RFP, without it being able or considered, by virtue thereof, to be made any transfer of rights for the simple fact of having revealed, delivered or provided The Provider.

The Supplier acknowledges and accepts that the obligations to keep secrecy and confidentiality, assumed by him and his relatives, will not cease with the conclusion of the process of this RFP, so regardless of the formalization or not of a contract of purchase or services, is obliged to respect these obligations indefinitely.

The Supplier acknowledges and accepts the faculty of UNICEF to request, at any time, that it be returned or that the Confidential Information be destroyed, as well as any information, of any nature, that The Provider has prepared for UNICEF, including summaries, sheets of work, extracts, analysis, reports, deliverables and any copies thereof, as well as all support media in which it is contained. In order to verify the above, UNICEF may at any time request The Provider, irrefutably certify to him either in writing or by any other means, that the Confidential Information has been destroyed under the terms instructed by UNICEF, particularly if his company will not result chosen, it is obliged to destroy this document with all its annexes, not to retain any copy, not to disclose its content, or to use it for a purpose other than this RFP, so its disclosure shall be the sole responsibility of the Supplier.

The term "Confidential Information" will not include any information that falls under any of the following assumptions:

- a) The one that has been developed independently by the Provider,
- b) The one that is evident for a technician in the matter, based on information of public domain, previously available,
- c) The one that has always been in the public domain, or has become part of it, without implying a breach of this Clause or the violation of any legal or regulatory provision.
- d) Which must be disclosed by legal provision or by court order. In the event that the Supplier receives an order from a competent authority to disclose all or part of the Confidential Information, it is obliged to immediately notify this circumstance to UNICEF.

Signature of Acceptance and Conformity with the Obligations herein consigned.

Legal Representative:
Position:
Legal company name:
Date:

ANNEX B - RFP ACCEPTANCE LETTER

With the signing of the present Letter, the invited Supplier becomes aware of the requirements, terms and conditions established in the Request For Proposal (RFP) 9148599 and expresses its entire agreement to participate in said Process, attending at all times to said requirements, terms and Conditions.

Likewise, the Supplier states:

1. That he has read and understood the technical and commercial specifications of the goods and / or services required in the RFP, as well as the additional terms and conditions under which the proposals will be analyzed, for which he expresses his complete agreement to participate in it. protection of the exposed.
2. Who knows the date on which this Letter must be delivered, as well as the date of delivery of the Proposal and quotation of the services and / or products required, with the understanding that neither the RFP nor this Letter, nor the proposals presented constitute in themselves, any purchase obligation for UNICEF.
3. That has the technical, financial and human capacity sufficient to meet in time and quality with the requirement object of this RFP.
4. That in case of having family and / or commercial links with internal or external personnel of UNICEF and therefore possible conflicts of interest, declares in this document the full names and positions of said persons. In the case of Moral Providers, the mentioned link is limited to those between its main shareholders, administrator or board of directors and General Director. **
5. That has basic business principles stipulated in a Code of Business and / or Conduct Standards to help prevent bribery, corruption, and money laundering
6. That you accept the terms of payment which will be 30 calendar days to month due and once UNICEF has received the invoice with all the necessary fiscal requirements.
7. That accepts and acknowledges that it will be the sole and exclusive responsibility of the provider to ensure that their proposal is sent to the email address of the process coordinator before the closing date of the tender. Offers received by telephone, fax or print will be considered invalid.

** In case of having family and / or commercial links with internal or external personnel of UNICEF, please inform for each person:

Full name and position of the UNICEF official	Type of link (family / business)	Full name of the employee, shareholder or board member Provider who maintains the link

Signature of Acceptance and Conformity with the Obligations herein consigned.

Legal Representative:
Position:
Legal company name:
Date:

ANNEX 1 - TERMS OF REFERENCE / SCOPE

Context

In 2014 Mexico approved a New General Law on the Rights of Children and Adolescents, which for the first time in the country, created a National Comprehensive System for the protection of the rights of children and adolescents, and established mechanisms to guarantee the effective protection and restitution of children rights.

The new legislation opened the opportunity to review the alternative care system for children without parental care in the country, based so far on family separation and institutionalization of children, and to take initial steps towards the development and implementation of a more comprehensive policy on alternative care focused on the de-institutionalization and on family-based care options.

In line with the Convention on the Rights of Child, the General Law recognizes the family as the natural environment for the upbringing of children and reinforces the importance to support families and ensure services and programs to prevent family separation. At the same time the Law establishes the obligation of the State to provide suitable alternative care options to ensure the care of children and adolescents deprived of family or who need to be separated from their family, among which are:

- a. Care by their extended family, relatives or friends, whenever possible, according to his or her best interest.
- b. Care by a "Foster Family", when neither the parents nor the extended family can take care of the children.
- c. Adoption, whenever possible.
- d. Residential care, as a last resource and for the shortest possible time, recognizing the subsidiary nature of this measure and the obligation of the State to prioritize family-based care options.

Despite these legal changes, the development of a comprehensive policy and vision for a care reform and an alternative care agenda has not taken place yet.

Currently, there are 33,188 children in 899 residential care facilities (DIF/INEGI Census 2015), although the number might be higher if boarding schools and other private facilities not identified in the Census¹, are considered. Institutionalization is the most utilized option when children are separated from their families and very limited efforts are made to prevent family separation or ensure reunification. Kinship care is usually employed but limited follow up or support is provided. Foster care is at a very incipient stage. Residential care facilities tend to be large and are not always well integrated in the community.

In recent years UNICEF Mexico has been working together with the Latin-American Foster Care Network (RELAF) to support and provide technical assistance to the child protection authorities at federal level and in five states, to develop foster care programs as a starting point to promote a gradual de-institutionalization process and the adoption of a comprehensive public policy promoting a care reform. Although the implementation of these pilot programmes has led to modest results in terms of numbers of beneficiaries, there have been significant achievements and learnings that have contributed to placing the alternative care reform process within the national agenda.

One group of children that is at the center of the alternative care agenda in Mexico are migrant and refugee children. Mexico is a country of origin, transit and destination of migrant children, particular from the Northern Triangle (Guatemala, Honduras and El Salvador). Between 2014 and 2018, more than 150,000 children were detected by the Mexican authorities. Despite the legal prohibition of detention, in practice, children are still detained with their families

¹ Only since the General Law, it has become compulsory to license and supervise residential care facilities operated by either the State or NGOS. The Welfare Agency (DIF) through the Child Protection Authorities is in charge of licensing and supervising.

or, if unaccompanied, in specific modules of the migration centers. Limited alternative care options and capacity are some of the key factors that contribute to this situation.

UNICEF Mexico and the welfare authorities have developed a model of alternative care for migrant children. This consists of different components: a reception center and longer-term care options, such as community-based facilities, group homes and foster care. Currently, some components of the model are being implemented in one state (tabasco but require scaling up). Continued support is required to build capacity to scale up the implementation of these care options, including in other states.

The new Federal authorities have expressed their interest and commitment to continue with the efforts undertaken, opening a new strategic opportunity to continue advancing in the development of a Comprehensive National Policy of Alternative Care in the Country, including a focus on migrant children.

UNICEF is seeking international expertise that could guide and the design and development of this national policy document on de-institutionalization and alternative care and provide technical advice for its gradual implementation.

The expertise would be required to support two processes in particular:

A) The development of a policy document that will orient national and state governments in gradually undertaking a care reform by promoting the design and implementation of different components and actions, namely:

- Support and strengthen families in the role as caregivers;
- Prevent unnecessary family separation;
- Develop suitable alternative care options when needed, with emphasis on family and community care options;
- Conversion of current models and staff for residential care;
- Promote family reunification and other appropriate and permanent solutions for children and adolescents without parental care.

The policy document should be a roadmap that defines short, medium and long-term actions along the components mentioned above and should include specific actions and strategies to ensure appropriate care for migrant and refugee children.

B) Technical advice to national and two state governments (Tabasco and Chiapas) in the implementation of the model on alternative care for migrant children. In particular, based on successful experiences in other countries and on the model earlier described (available in annexes), it envisions capacity building of service providers and strategic guidance to authorities to adapt current capacities and implement components of the afore-mentioned model.

Objective

Support the development of a National Public Policy document on de-institutionalization and Alternative Care for Children in Mexico, including migrant children, by providing technical advice to the UNICEF México Country Office, its partners and government counterparts. This will include the design of an overall vision document as well as a roadmap with key steps, actions and strategies (in the short, medium and long term), considering successful and tested experiences in other countries and regions.

Additionally, support national and two state governments in the implementation of the model on alternative care for migrant children by providing technical assistance to develop required tools, identify and implement management and operational solutions, as well as capacity building.

Expected results

At the end of the consultancy UNICEF Mexico and its partners and government counterparts will have a national policy document and roadmap for de-institutionalization/care reform and Alternative Care for Children in Mexico, including migrant children.

Further, tools for the implementation of alternative care (management/operational SOP, implementation plan and training package) have been developed and capacity of service providers has been built in two states and at federal level.

Main Activities

A) Policy document and road-map on care reform/de-institutionalization and alternative care:

- Design the methodology and work plan for this component.
- Provide guidance and support for the development of a situation analysis of institutionalized children and adolescents, identifying and suggesting indicators and essential issues to bear in mind. The indicators will be used to collect secondary data across the country as well as primary data in the programmes implemented at the federal level.² The data will serve as a baseline for the construction of the roadmap of the national policy on de-institutionalization and Alternative Care for Children.
- Based on the data obtained from the situation analysis, support and guide UNICEF, partners and counterparts, on the design of the roadmap and national policy on de-institutionalization and Alternative Care for Children, identifying and suggesting key steps, strategies, and actions that should be implemented, considering successful and tested experiences in other countries and regions.
- Build capacities of UNICEF Mexico Country Office staff and its partners and allies, to support the national and local authorities in the implementation of the roadmap to adopt a national policy on alternative care and de-institutionalization in its different stages.
- Share relevant information, experiences, materials, and tools on de-institutionalization of children processes and on the development of suitable alternative care options, including for migrant children, which could help influence and guide the care reform process in Mexico.
- Develop the draft and final policy and road map document.
- Develop a report of the consultancy highlight key recommendations for the implementation of the roadmap.
- Any other activity considered necessary or relevant for the achievement of the purposes of this consultancy.

B) Alternative care for migrant children:

- Conduct interviews with staff working in existing care facilities in two states and at federal level and review documentation.
- Develop a road map/work plan identifying how to implement the alternative care model: key steps, responsible stakeholders and timeline. This may require different plans and adaptation of the model for each location.

² Fieldwork Will be conducted by the authorities together with another consultant.

- Develop an operational/management plan for the implementation of the alternative care options identified in each location: staff (# and profiles) required for each AC option; key programmes and services; processes and coordination.
- Develop tools such as SOPs (ethical guidelines, standards of care, pathways of referrals).
- Develop training contents: powerpoint presentation, list of resources etc.
- Conduct at least two training of staff in each location.

Deliverables

Deliverable	date	payment
A. Policy/road map development		
1. Specific work plan and methodology for the development of the consultancy	June 2019	10%
2. Draft of the roadmap proposed to build national policy on de-institutionalization and alternative care for children to be discussed and landed with UNICEF, their partners, and the national authorities involved.	October 2019	25%
3. Final roadmap agreed and validated with UNICEF, their partners and the national authorities involved and final report of the consultancy with final recommendations for the short, medium and long term. .	March 2020	25%
B. Alternative care for migrant children		
4. Work plan to implement alternative care model (include actions, stakeholders and timeline).	August 2019	10%
5. Operational plans, tools and SOPs	November 2019	20%
6. Training products	December 2019	10%

In order to approve and release all the payments, it will be necessary that the deliverable has been reviewed and approved by UNICEF first. The observations or comments to each deliverable must be incorporated by the supplier accordingly.

UNICEF reserves the right to withhold all or part of the payment if the performance is not satisfactory, if the work / product is incomplete, is not delivered, or due to failure to comply with the deadlines.

In addition to the aforementioned, and during the term of the project, the provider must:

1. Promptly inform UNICEF of any mishap, change and / or issue that impacts the evaluation and / or fulfillment of deliveries
2. Maintain open communication and excellent coordination with UNICEF throughout the project.
3. Attend adequately and on time, any type of appointment, meeting, interview, in which the provider is required.

Required Profile

An institution, person or team of professionals with at least 10 years of demonstrated experience in developing and implementing de-institutionalization strategies and plans and alternative care programs within or in coordination with governments and public authorities, including specific expertise on AC for migrant children.

The professional or professionals from the team should have the following qualifications:

- Degree level (masters or doctorate)

- 10 years of experience in human and children's rights field.
- Specific experience in advocacy and development of public policies and in the implementation of programs.
- Specific and proven experience in alternative care and de-institutionalization.
- Spanish would be an asset, but it is not essential.
- The consultant or one of the consultant should have experience in management/implementation of alternative care options, with a specific focus on migrant children.

Within your technical proposal, you must include evidence / documents that allow you to corroborate your experience and / or profile.

Work conditions

The work will be developed mostly a distance and will require approximately 20 hours of work per month.

Also, it will be necessary to have at least 10 weeks of fieldwork in Mexico City. The specific dates for the fieldwork will be agreed between UNICEF and the person or team selected, but it is expected to be done within the following months:

- Component A: June 2019 (first visit for 2 weeks), August-September 2019 (second visit for 1 week) and February-March 2020 (third visit for 1 week).
- Component B: July-August 2019 (3 weeks); October- November 2019 (3 weeks)

The person, team or institution selected will work closely with the Chief of UNICEF Child Protection Programme and the staff working on alternative care strategies. The consultant or team of consultants will also be supported by a local consultant from UNICEF, who will facilitate the link and dialogue with national authorities and other partners.

Implementation Period

The Work will be carried out in the period between June 2019 and March 2020 by the supplier that will be selected according to the requirements of these terms of reference. The dates mentioned above may vary, the parties agree on the final dates once the project is assigned.

The commitments of UNICEF are:

- Provide the consultant in a timely manner with the necessary documentation to carry out the document / protocol.
- Review the reports delivered by the consultant and send the comments that result from the review, in order to be incorporated by the consultant in the final version of the document.
- Review and approve the work plan and instruments.
- Verify that the final document complies with the content established in these terms of reference.

The Supplier commitments are:

In addition to presenting the documents established in these terms of reference, with the required quality, the consultant is responsible for:

- The costs and expenses of the physical facilities, equipment / office equipment, computer equipment, and transportation required for the fulfillment of their activities
- Regarding the preliminary documents or drafts and the final works:
- Respond in writing to those comments issued by UNICEF that it has not considered pertinent to incorporate into the respective reports and the causes that motivated it.

Characteristics of technical & economic proposals

To considerer your technical proposal as valid, it must include the following information:

1. CV/s or documentation that supports the experience and required competencies of the company and the team.
2. The following items for the technical proposal:
 - a. A description of the proposed methodology that will be used to develop the work.
 - b. A description of the approaches on which the technical advice and orientation will be based.
 - c. A description of the main strategies and actions proposed to support the construction of the roadmap of the national policy on de-institutionalization and Alternative Care for Children.
 - d. References of previous experiences and work in this field and its main results or achievements.
 - c. Relevant information sources and materials.
3. A timeline and a tentative work plan.
4. A description of the profile/ profiles of the person/team who will carry out the work, specific expertise, tasks and responsibilities that each one will assume.

UNICEF is open to any kind of improvement for the success of the project, we are open to suggestions, improvements in scope, according to your experience.

Economic proposal

Adicional a lo ya mencionado en la página 7, subsección características propuestas comercial, favor de considerar lo siguiente:

1. All the fees and resources required to carry out the work, considering the travel expenses for the fieldwork
 - a. Please provided and extensive breakdown of each concept of the fees/costs
 - b. Include all the cost (direct, indirect, overhead, T&L expenses, etc.) once the contract is signed there will be no modification to the agreed final consideration.
2. Other general expenses, if any.
3. Economic proposal should be presented in your most usual template, without any TAX.

Evaluation

For the evaluation of the proposals, a score of 70% will be assigned to the technical proposal and 30% to the economic proposal. In order to evaluate the economic proposal, it will be necessary to comply with a minimum of 49%.

For the Technical Proposal the Percentage assigned to each item will be as follow:

Technical Proposal	Porcentaje
Methodology and approach that will be used	15%
Main strategies and actions proposed to support the construction of the roadmap	15 %
References of previous experiences and work in this field	15%
Profile/ profiles of the person/team who will carry out the work:	
academic qualification	5%
general experience	5%
specific expertise	10%
Timeline and tentative work plan	5%
Total	70%

30% of the economic evaluation is assigned to the lowest proposal, the rest of the economic evaluations will be assigned a% inversely proportional to the lowest price.

Additional Annex

Annex C: UNICEF GENERAL TERMS AND CONDITIONS

END OF DOCUMENT