



CICR

Terms of Reference

Water and Habitat Infrastructure Projects
— Project Steering, Masterplan
Development, Technical Design Support
& Operation Advisory

*Returnable Proposal Schedule 1
RfP GVA26/002352*

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INTERNATIONAL COMMITTEE OF THE RED CROSS
Water & Habitat Unit

TERMS OF REFERENCE

Framework Agreement for Consultancy Services

Water and Habitat Infrastructure Projects — Project Steering, Masterplan Development, Technical Design Support & Operation Advisory

Field	Value
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This document is Returnable Proposal Schedule 1. Informative only — shall not be included in the Bidder's proposal. By submitting a proposal, the Bidder acknowledges understanding of and alignment with these Terms of Reference.

1. CONTEXT

1.1 ICRC Mandate

The International Committee of the Red Cross (ICRC) is an impartial, neutral and independent organisation whose exclusively humanitarian mission is to protect the lives and dignity of victims of armed conflict and other situations of violence and to provide them with assistance.

1.2 Water & Habitat Unit

The Water & Habitat unit supports access to essential services for populations affected by armed conflict and other situations of violence. Its engineers design, repair and upgrade critical infrastructure enabling essential services, while also building the institutional capacity of local service providers to operate and maintain systems over time.

The protracted nature of conflicts and chronic underdevelopment has led the ICRC to pursue large-scale infrastructure projects, particularly in urban settings, and to engage with development agencies in the framework of the humanitarian-development nexus.

1.3 Rationale for a Framework Agreement

The growing scale and complexity of ICRC Water & Habitat projects increasingly demand specialised expertise that cannot always be mobilised internally or through local partners. Project-by-project tendering is often not the best solution to this reality: it introduces delays in mobilization, fragments technical continuity across phases, and requires repeated onboarding—each time eroding institutional knowledge of the activity at hand. High staff turnover within the ICRC further compounds these challenges, making consistent technical oversight over multi-year programmes difficult to sustain. More stable, accessible long term partnerships will improve project quality, coherence and timely delivery.

ICRC therefore wishes to establish a Framework Agreement with pre-qualified consultancy firms, from which specific project assignments (“New Lot Requests” or NLRs) will be issued on an as-needed basis. This approach will:

- Reduce procurement lead times for new project assignments;
- Ensure a pool of firms with demonstrated ICRC-relevant expertise is readily available;
- Allow for competitive mini-competitions or direct attribution between pre-qualified firms for each NLR;
- Support the ICRC’s capacity to respond quickly in evolving humanitarian contexts.
- Enable rapid mobilization of specialized expertise not consistently available within WatHab — including technical design, complex feasibility analysis, and financing structuring;
- Ensure continuity of technical input across project phases, preserving coherence between studies, design, and implementation support;
- Facilitate engagement with donors by reinforcing credibility, alignment with international standards, and confidence in the quality of implementation;

2. SCOPE OF THE FRAMEWORK AGREEMENT

2.1 Geographic Scope

The Framework Agreement is not geographically limited. Assignments may cover any country or region where ICRC operates, with a focus on fragile and conflict-affected states.

2.2 Thematic Scope

The Framework Agreement covers five service categories described in Section 4. Individual NLRs may call upon one or several categories:

- Category A — Project Steering & Management
- Category B — Masterplan Development & Feasibility Studies
- Category C — Technical Design Support
- Category D — Operation & Maintenance Advisory
- Category E — Expert Technical Advice (Punctual)

2.3 Indicative Volume of Work

ICRC does not guarantee any minimum volume of work.

3. FRAMEWORK STRUCTURE & PROCESSES

3.1 Framework Agreement Structure

Upon completion of the selection process, ICRC will sign individual Framework Agreements with each pre-qualified firm. Each Agreement will: establish general contractual conditions applicable to all future NLRs; include a Bill of Quantities and define procedures for issuing and awarding NLRs.

3.2 New Lot Request (NLR) Process

This ToR provides the reference framework, and the NLR will specify which missions are activated and under which tranche. When services are needed under the framework agreement, ICRC will issue a NLR following the standard structure in Annex A. The process is:

1. ICRC issues an NLR describing the required services, context, deliverables and timeline.
2. One or more Framework Agreement holders are invited to confirm interest and submit a technical and financial Proposal based on the agreed BoQ rates.
3. ICRC evaluates the Proposal(s) and if acceptable, awards the NLR to the most suitable offer.
4. An Annex to the Frame Agreement is signed for the assignment.

3.3 Tranches

3.3.1 Overview

Each NLR may include work under a Fixed Tranche, a Conditional Tranche, or both. Not all NLRs require both: a straightforward, fully-scoped assignment may be contracted entirely as a Fixed Tranche with no Conditional component. This allows ICRC to contract defined services at a fixed price while keeping the option to commission follow-on work once earlier phases are complete.

3.3.2 Fixed Tranche

Services fully defined at NLR issuance, for which the Consultant provides a fixed price. The Fixed Tranche is contracted at a fixed global price at NLR signature. Scope, deliverables and timeline are known and agreed. The price is not subject to revision unless ICRC issues a formal scope change.

3.3.3 Conditional Tranche

A Conditional Tranche covers services not yet required at NLR issuance but whose scope is already known. It is priced at NLR issuance using the agreed BoQ daily rates and activated later subject to project progress and ICRC's decision to proceed.

3.3.4 General Principles for All Tranches

- A Consultant shall not commence Conditional Tranche work until ICRC has issued a written activation instruction.
- Attribution of a Conditional Tranche depends on satisfactory Fixed Tranche performance and ICRC's assessment of project developments.
- ICRC reserves the right not to activate a Conditional Tranche. No compensation is due for CTs that are not activated.
- A CT activation is by written Request for Quotation against the BoQ rates.

3.4 Working with ICRC

3.4.1 Field Missions

- **Outside the project country:** The Consultant is responsible for all travel arrangements including transit, visas and pre-travel medical requirements. ICRC may provide invitation letters and advisory support. These costs will be defined in the offer for each NLR, based on the context and location of the project. ICRC provides War Risk Insurance, as per RFP - RETURNABLE PROPOSAL SCHEDULE 9 – Insurances.
- **Inside the project country (from landing):** ICRC will facilitate accommodation, in-country transport and deployment-specific insurance. The Consultant must comply with ICRC security rules and Code of Conduct at all times.

3.4.2 Reporting & Communication

The Consultant shall communicate with ICRC project partners only after formal authorization from ICRC. Unless specified otherwise, ICRC must be copied on all project-related third-party communications. Only ICRC may approve modifications to the Contract or NLR scope. The Consultant shall report through the designated ICRC Project Manager for all project delivery matters.

3.4.3 Deliverables Format

Unless otherwise specified in the NLR, all main deliverables shall be submitted in English in electronic format (PDF and editable source). Where the NLR specifies bilingual or local-language deliverables, the Consultant shall ensure this capacity. ICRC will specify review and approval timelines for each deliverable in the NLR.

3.5 Sub-Contracting & Local Partners

Sub-contracting is permitted and, in many field contexts, required for regulatory compliance, local knowledge and effective stakeholder engagement. The following conditions apply:

- The Consultant shall disclose all intended sub-contractors or local partners in their proposal. Additions after contract signature require ICRC's prior written approval.
- The Consultant remains fully responsible for the quality, timeliness and compliance of all sub-contracted work.
- Where an NLR specifically requires collaboration with local engineering firms or technical experts (for national standards compliance, local-language deliverables, or in-country facilitation), this will be stated in the NLR. ICRC may provide a list of previously vetted local firms as a reference.
- Sub-contracting to entities on ICRC's exclusion list is prohibited. The Consultant shall conduct appropriate due diligence on all sub-contractors.

3.6 Confidentiality & Data Protection

All data, documentation and information obtained during NLR execution must be treated as strictly confidential. These obligations apply for the duration of the Framework Agreement and for five years thereafter:

- No information obtained under this Framework Agreement may be shared with third parties or used beyond the specific assignment scope without ICRC's prior written approval.
- In conflict-affected contexts, technical data on water infrastructure (locations, capacities, vulnerabilities) may be classified as sensitive. The NLR will identify applicable restrictions.
- Audiovisual material may not be captured during field visits unless explicitly authorised in advance by ICRC and, where required, by the relevant partner authority.
- The Consultant shall ensure all sub-contractors and individual experts are bound by equivalent confidentiality obligations.

- Upon NLR completion, the Consultant shall return or destroy confidential materials at ICRC's request.

3.7 Exclusion Clause

If a Consultant has provided advisory or design services for a specific project under this Framework Agreement (such as feasibility studies, designs, specifications, or tender documents), that Consultant cannot bid to implement the same project.

3.8 Performance Review

ICRC will conduct a formal performance review of each Framework Agreement holder at least once per year and at the conclusion of each NLR. Reviews assess: quality and timeliness of deliverables; responsiveness and communication; compliance with security and conduct requirements; and financial aspects.

4. DESCRIPTION OF SERVICES — MISSION CATALOGUE

This section defines all missions available under this Framework Agreement. Missions are numbered M01–M18, organised into five service categories. Each NLR specifies which missions are activated and their tranche assignment. Not all missions will apply to every NLR.

How NLR authors reference missions

- In the NLR description of services, list activated mission codes (e.g. M01, M07, M09) and declare for each: Fixed Tranche, Conditional Tranche.
- Where a mission is partially applicable, the NLR may list only the relevant tasks within that mission.
- Activity outside all defined missions shall be referenced as M18 (Expert Technical Advice) with a specific description.
- The Consultant shall confirm its interpretation of activated missions in its proposal.

CATEGORY A — PROJECT STEERING & MANAGEMENT

These missions support ICRC in managing the overall project cycle, coordinating stakeholders, and ensuring delivery on time, within budget and to required quality standards.

M01 - Project Overview & Stakeholder Mapping

Identify and map all project stakeholders — institutional, community, private sector and humanitarian — their roles, interests, influence and implications in the project. Maintain an regularly updated stakeholder register throughout the project lifecycle.

- Stakeholder mapping document (initial + periodic updates)
- Conflict-sensitivity analysis note.

M02 - Project Planning

Develop and maintain the project plan: work breakdown structure, critical path, key milestones, and resource estimates. Update after each significant project phase or scope change.

- Project plan / Gantt chart (initial + updates)
- Milestone schedule with go/no-go decision points

M03 - Service Provider Identification & Procurement Support

Identify needs for specialised service providers. Draft Terms of Reference, define selection criteria, manage tender processes, evaluate bids and support contracting.

- Terms of Reference for each service provider
- Bid evaluation report
- Contract review note

M04 - Stakeholder Engagement & Communication

Design and implement a structured engagement plan. Collect community and institutional feedback. Facilitate project ownership among local partners and end-users.

- Stakeholder engagement plan
- Consultation report
- Decision governance structure

M05 - Progress Monitoring & Risk Management

Conduct regular project reviews across technical, financial, environmental and contractual dimensions. Maintain and update the risk register. Provide go/no-go advisory to ICRC at key milestones. Conduct a structured evaluation of outcomes against objectives and document lessons learned for institutional retention.

- Progress reports (frequency defined in NLR)
- Risk register (initial + updates)
- Milestone review and gate recommendation notes

M06 - Administrative, Financial & Contractual Management

Monitor contracts, amendments and cost commitments. Track total project cost estimates. Identify required administrative authorisations and support their preparation.

- Contract and amendment tracking log
- Updated project cost summary
- Administrative authorisation tracking note

CATEGORY B — MASTERPLAN DEVELOPMENT & FEASIBILITY STUDIES

These missions cover the full development cycle from initial project vision through to a validated feasibility study, including financing advisory. M07–M09 are typically Fixed Tranche.

M07 - Context Analysis, Diagnostic Studies and Situation Assessment

Collect and review existing data on the project context: physical infrastructure, institutional arrangements, service delivery performance, regulatory environment, operational capacity and financial conditions. Identify key constraints, risks and opportunities.

- Context and situation assessment report
- Environmental and Social screening report
- Baseline data compilation
- Regulatory and institutional review note

M08 - Needs Assessment & Scenarios Development

Anticipate future demand at the project horizon. Develop and compare scenarios using multi-criteria analysis (MCA). Recommend the preferred scenario with clear rationale.

- Needs assessment note (population and demand projections)
- Scenario comparison matrix with MCA
- Recommended scenario with rationale and risk assessment

M09 - Feasibility Report

Produce a comprehensive feasibility report: preferred solution and justification, general cost estimate ($\pm 20\text{--}30\%$), implementation model, institutional arrangements, risk assessment and overall recommendations. The report enables ICRC and stakeholders to take an informed, documented decision on project continuation.

- Draft feasibility report (for joint review)
- Final feasibility report (approved version)
- General budget estimate and implementation programme

M10 - Financing Advisory & Resource Mobilisation

Advise on project finance structuring. Assess the donor landscape and new financing mechanisms. Prepare concept notes and presentations for donor or investor engagement. Support business plan and financial model development.

- Financing advisory and donor landscape note
- Concept note for donor or investor engagement
- Stakeholder presentation materials

CATEGORY C — TECHNICAL DESIGN SUPPORT

M11 is typically Fixed Tranche. M12–M15 are typically Conditional Tranche. Where scope depends on M09 or M11 findings, they must be treated as Type 2 CT and not priced at NLR issuance.

M11 - General Project Description

Prepare the General Project Description (GPD): objectives, current situation, future needs, technical constraints, quality requirements, indicative budget ($\pm 20\%$) and implementation programme. The GPD is the binding technical reference for all subsequent design and works contracts.

- General Project Description document
- Indicative budget and implementation programme

M12- Tender Preparation — Design & Works Supervision

Prepare Terms of Reference for the Design and Works Supervision Engineer. Define expert team profile, qualification requirements and selection criteria. Support the tender process; evaluate bids; support contract negotiation.

- ToR for Design & Supervision Engineer
- Tender documentation package
- Bid evaluation report
- Contract support note

M13 - Design Review & Follow-up

Review design studies, drawings and calculations for consistency with the GPD and applicable standards. Identify deviations and technical risks. Advise ICRC on proposed modifications. Ensure compliance with technical, environmental and regulatory requirements throughout design development.

- Design review notes (per submission stage)
- Deviation log and recommendations
- Approval or conditional approval recommendation per stage

M14 - Construction Support & Supervision Advisory

Conduct regular site reviews during construction. Monitor progress against the approved programme, quality standards and budget. Prepare progress reports. Alert ICRC promptly to significant deviations and recommend corrective actions.

- Construction progress reports (frequency defined in NLR)
- Site visit notes and photographic records if possible.
- Deviation alerts and corrective action recommendations

M15 – Factory Acceptance, Commissioning & Defects Liability Period Support

Conduct factory acceptance inspections of key equipment prior to delivery, verifying compliance with technical specifications, quality standards and safety requirements. Document findings and flag non-conformities requiring resolution before dispatch. Assist ICRC with commissioning preparation and acceptance procedures. Review and track punch list items. Monitor defects during the Defects Liability Period. Advise on liability period extensions and dispute resolution.

- Factory acceptance inspection report
- Commissioning preparation and advisory note
- Punch list review and tracking log
- Defects Liability Period monitoring report

CATEGORY D — OPERATION & MAINTENANCE ADVISORY

Typically Conditional Tranche, activated once construction is substantially complete.

M16 - Operating Mode, SOPs & Capacity Building

Describe the functioning of new or rehabilitated infrastructure. Develop Standard Operating Procedures (SOPs). Define staffing and skills requirements. Design and deliver training modules calibrated to different staff (local operators/ authorities) levels.

- Operating mode description document
- Standard Operating Procedures (SOPs)
- Training programme, materials and completion records

M17 - O&M Programme & Performance Monitoring

Prepare the O&M programme to guarantee expected system performance. Support ICRC and the operator during a defined period. Monitor performance and user behaviour. Identify shortfalls and propose corrective measures.

- O&M Programme document
- Performance monitoring reports (frequency defined in NLR)
- Corrective action recommendations

CATEGORY E — EXPERT TECHNICAL ADVICE — PUNCTUAL

Ad-hoc expert input outside a dedicated mission scope. Activated within any NLR, under FT or CT, priced on a time-and-materials basis against the BoQ daily rates.

M18 - Expert Technical Advice (Ad Hoc)

Provide specific, time-limited expert technical support as requested by ICRC. May include: specialist assessments; review of designs or proposals from third parties; advisory notes on institutional or operational topics; minor emergency intervention design support.

- Technical advisory note
- Reviewed document with tracked comments
- Expert assessment report (scope defined per activation)

4.1 Summary of Missions

The table below is an at-a-glance reference. The NLR governs the actual tranche assignment for each project.

Code	Mission Title	Description	FT	CT	Category
A — Project Steering & Management					
M01	Project Overview & Stakeholder Mapping	Stakeholder register; conflict-sensitivity analysis			Steering
M02	Project Planning	Project plan; Gantt; milestones			Steering
M03	Service Provider Procurement Support	ToR; bid evaluation; contracting			Steering
M04	Stakeholder Engagement & Communication	Engagement plan; feedback collection			Steering
M05	Progress Monitoring & Risk Management	Progress reports; risk register; gate reviews			Steering
M06	Administrative, Financial & Contractual Mgmt	Contract log; cost tracker; authorisations			Steering
B — Masterplan Development & Feasibility					
M07	Context Analysis & Situation Assessment	Baseline data; regulatory review; diagnostics			Masterplan
M08	Needs Assessment & Scenarios Development	Demand projections; scenario MCA; recommendation			Masterplan

Code	Mission Title	Description	FT	CT	Category
M09	Feasibility Report	Preferred solution; cost estimate; recommendations			Masterplan
M10	Financing Advisory & Resource Mobilisation	Donor mapping; concept note; investor presentations			Masterplan
C — Technical Design Support					
M11	General Project Description	GPD: objectives; budget $\pm 20\%$; programme			Tech. Design
M12	Tender Preparation — Design & Works Supervision	ToR for engineer; tender management; award support			Tech. Design
M13	Design Review & Follow-up	Design compliance with GPD; deviation log			Tech. Design
M14	Construction Support & Supervision Advisory	Site reviews; progress reports; deviation alerts			Tech. Design
M15	Commissioning & Defects Liability Support	Punch list; commissioning advisory; DLP monitoring			Tech. Design
D — Operation & Maintenance Advisory					
M16	Operating Mode, SOPs & Capacity Building	Operating procedures; training modules; SOPs			O&M
M17	O&M Programme & Performance Monitoring	O&M plan; first two years support; performance review			O&M
E — Expert Technical Advice (Punctual)					
M18	Expert Technical Advice (Ad Hoc)	Specialist assessments; third-party reviews; advisory notes			Punctual

5. REQUIRED FIELD OF EXPERTISE

Consultants must propose a core team covering the profiles below. Mandatory profiles must be filled by named experts with demonstrated relevant experience. Optional profiles are evaluated positively where proposed and justified. Not all profiles will be mobilised for every NLR — the applicable team composition is specified in each NLR. Consultants are encouraged to propose additional expertise they consider relevant to the Framework scope.

5.1 Technical Experts — Water & Habitat Infrastructure

Ref.	Profile	Core Competency
1.1	Hydraulics & Modelling Expert	Network analysis, hydraulic design, pipe flow modelling (EPANET or equivalent)
1.2	Hydrogeological Expert	Groundwater surveys, borehole design, aquifer and hydrogeological assessment
1.3	Treatment & Process Expert (Water)	Drinking water treatment, disinfection technologies, chemical dosing, water quality standards
1.4	Treatment & Process Expert (Wastewater)	Wastewater treatment design and operation, sludge management, effluent quality standards
1.5	Electrical & SCADA Expert	Power supply design, SCADA architecture, instrumentation and automation in remote or off-grid contexts
1.6	Electromechanical Expert	Pumping systems, generator sets, mechanical equipment specification and maintenance
1.7	Civil Works Expert	Water and sanitation civil design, structures, construction supervision in challenging environments
1.8	Renewable Energy Expert	Solar pumping systems, hybrid energy solutions, energy audits for water infrastructure; relevant where grid reliability is limited

5.2 Project Management & Coordination Experts

Ref.	Profile	Core Competency
2.1	Project Management Expert (Team Leader)	Overall assignment leadership; infrastructure project management in fragile states; multi-stakeholder coordination; responsible for quality and timeliness of all deliverables
2.2	Deputy Team Leader / Project Engineer	Day-to-day project coordination and technical oversight; ensures continuity when Team Leader is not deployed; recommended for complex multi-year NLRs

5.3 Development & Support Experts

Ref.	Profile	Core Competency
3.1	Legal Advisor	Contract law, international procurement, regulatory compliance and permitting in conflict-affected contexts

3.2	Financing Expert	Project finance structuring, development finance institutions, blended finance mechanisms, donor reporting and resource mobilisation
3.3	Environmental & Social Expert	ESIA process, conflict-sensitive environmental programming, community engagement, IFC Performance Standards and equivalent
3.4	GIS Expert	Spatial data management, infrastructure planning mapping, satellite imagery analysis and GIS database development
3.5	Institutional Expert	Utility governance, water sector reform, service delegation models, institutional capacity assessment; distinct from legal advisory
3.6	Socio-Economic Expert	Tariff and affordability analysis, household surveys, economic impact assessment, community cost-sharing models
3.7	Procurement & Contracts Expert	ICRC and international procurement procedures, technical specifications and BoQ preparation, bid evaluation support; required when M03 or M12 are activated in Technical Design NLRs
3.8	Communication & Visibility Specialist	Stakeholder communication plans, donor visibility, community information campaigns, reporting for humanitarian audiences
3.9	O&M / WASH Expert	Operation and maintenance programme development, WASH system management, operator training, performance monitoring; distinct from treatment process expertise
3.10	Public Health Expert	WASH and public health linkages, epidemiology, health impact assessment
3.11	Conflict Sensitivity Specialist	Do No Harm analysis, conflict context analysis, humanitarian principles in programming

5.4 Non-Key Personnel — BoQ Line Items

The following support roles are not key experts but must be included as priced BoQ lines in the Financial Proposal. They are activated at NLR level based on the specific needs of each assignment.

Ref.	Role	When Activated	Rate Basis
NKP-1	CAD / Technical Drafter	NLRs requiring design documentation production (AutoCAD *.dwg drawings, as-built plans, schematic diagrams). The rate covers daily drawing production support; the supervising engineer remains the relevant key expert.	Home office or field daily rate as applicable
NKP-2	National / Local Expert (generic)	Any NLR where the Consultant engages national engineers, local coordinators or in-country sub-contractors as part of the team. Firms are expected to make substantial use of local expertise; this rate enables transparent pricing of national expert days.	National daily rate (home office or field). Local expert unit rates to be defined based on the context, in the NLR stage

6. FINANCIAL & CONTRACTUAL PROVISIONS

6.1 Expert Daily Rate Schedule – Annex B

Consultants shall submit a Expert Daily Rate Schedule as part of their Financial Proposal. The Expert Daily Rate Schedule establishes the pricing reference for all future NLRs. It shall include daily rates per expert profile (home office and field).

The unit prices stated in the Expert Daily Rate Schedule are not subject to any adjustment or revision because of price or currency fluctuations or the actual costs incurred by the Consultant in the performance of the Contract.

6.2 Field Deployment & Travel Days

Daily rates apply from the day of departure to the day of return for all field missions, including travel days.

The Consultant shall use the most direct and cost-effective route available. Prior to travel, the intended itinerary shall be submitted to ICRC for approval. Unnecessarily extended itineraries, stopovers, or travel arrangements that inflate the number of billable travel days will not be accepted. ICRC reserves the right to reject claims for travel days that deviate from the approved routing without prior justification.

6.3 Currency

All prices shall be quoted in Swiss Francs (CHF), Euros (EUR), or US Dollars (USD). For evaluation purposes, all proposals will be converted to CHF at ICRC's reference exchange rate applicable on the Submission Deadline.

6.5 Payment Schedule

Payment schedules are defined per NLR and included in the NLR Contract. Payments will be milestone-based and linked to accepted deliverables. Invoices will be issued based on the accepted deliverables, 30 days after the invoice date. No advance payments will be made under this Framework Agreement. Pre-identified companies are expected to demonstrate financial capacity and operational capacity to mobilize and deliver services without the need for advance financing.

7. LANGUAGE

The working language is English. Specific NLRs may require deliverables in French, Arabic or another language as specified.

ANNEX A

Standard NLR Structure & Author Guide

Every NLR issued under this Framework Agreement shall follow the standard structure below. This ensures consistency, comparability across proposals, and traceability back to the Mission Catalogue in Section 4.

Section I — NLR Particulars

Complete all fields before issue. The Tranche Type declaration for each CT component is mandatory.

Field	Content
NLR Number	Sequential number (e.g. NLR-31)
Framework Agreement Reference	Framework Agreement number
Project Title	Full descriptive project title
Country / Location	Country and city or region
Issuing Unit	ICRC Delegation and sub-delegation
ICRC Project Manager	Named contact and email
Date of Issue	
Confirmation Deadline	Date by which Consultant must confirm interest
Proposal Submission Deadline	Date and time (Geneva time)
Activated Missions — Fixed Tranche	List mission codes (e.g. M01, M07, M09)
Activated Missions — Conditional Tranche	Mission codes priceable at NLR issuance; describe scope
Expected Start Date	
Expected FT Duration	
Field Missions Required	Number, duration and location of required site visits
Language of Deliverables	English / French / Arabic / Other

Section II — Description of Services

Core technical content specific to the project. Reference the Mission Catalogue (Section 4) for mission descriptions.

- **Context:** Situation analysis: country context, infrastructure overview, ICRC's presence and prior engagement, key partners and institutional stakeholders.
- **Problem Statement & Project Rationale:** What specific problem is ICRC solving? Why is external consultancy support needed at this stage?
- **ICRC Vision (if applicable):** ICRC's longer-term objective beyond the scope of this consultancy. Orientation only; not part of the contracted scope.
- **Objectives of the Consultancy:** Specific, measurable objectives the Consultant must achieve.

- **Description of Services:** Detailed tasks, organised by activated mission code. For each mission, describe specific tasks, expected approach and project-specific requirements.
- **Tranche Structure:** Declare explicitly which missions are FT and CT.
- **Deliverables:** Numbered list of required outputs linked to missions. Specify format, language, review process and acceptance criteria for each.
- **Timeline:** Proposed schedule: FT duration, key milestones, indicative CT activation triggers.
- **Organisation of the Study:** Stakeholder roles; local partner requirements; field mission logistics; reporting protocols; project-specific confidentiality requirements.

Section III — Returnable Proposal Schedules (RPS)

Schedule	Title	Content Required from Consultant
RPS 1	Terms of Reference	Informative only — acknowledged by submission
RPS 2	Proposal Form	Firm declaration; proposed contract price; validity period
RPS 3	Comments on ToR	Consultant's observations or clarification requests
RPS 4	Method Statement & Quality Plan	Detailed methodology; programme; quality management approach
RPS 5	Team Composition & CVs	Named experts; roles; CVs; sub-contractors if applicable
RPS 6	Financial Proposal	Staffing plan with days per mission/task; cost breakdown against BoQ rates; total FT price; CT Type 1 price if applicable. No price for CT Type 2 components.