

Terms of Reference (ToR)

Background on Save the Children

Save the Children is the leading global independent organisation for children. Save the Children believes every child deserves a future. Around the world, we work every day to give children a healthy start in life, the opportunity to learn and protection from harm. When crisis strikes, and children are most vulnerable, we are always among the first to respond and the last to leave. We ensure children's unique needs are met and their voices are heard. We deliver lasting results for millions of children, including those hardest to reach.

We do whatever it takes for children – every day and in times of crisis – transforming their lives and the future we share.

Our vision: A world in which every child attains the right to survival, protection, development and participation.

Our mission: To inspire breakthroughs in the way the world treats children, and to achieve immediate and lasting change in their lives.

Our values: Accountability, ambition, collaboration, creativity and integrity.

We are committed to ensuring our resources are used as efficiently as possible, in order to focus them on achieving maximum impact for children.

Background information/context

Malaria is a one of the public health problem in Nepal, affecting the wellbeing and livelihoods of low-income individuals. Malaria outbreaks are concentrated in forest and forest fringe areas and the low-lying plains of Nepal. Until the latter half of the 20th century, malaria was a major health problem in much of lowland Nepal. Surveys conducted in the inner Terai region in 1925 revealed average spleen rates in children of 80%. There were an estimated 2 million cases each year (among a population of slightly more than 5 million), of which approximately 10-15% were fatal.¹

The Government of Nepal (GoN) spearheaded a comprehensive effort to eradicate malaria in 1958 with the support of USAID and WHO. Although falling short of malaria eradication, the initial results were impressive. By the late 1960s the annual parasite incidence (API) had fallen to 0.4/1,000.² In 1994, the Government of Nepal's Epidemiology and Disease Control Division (EDCD) created a National Plan of Operation for Malaria Control. The Stratification of High, Moderate and Low-risk areas conducted as part of this effort remains among the most comprehensive data available for programmatic planning and management.

¹ Jung, R.K. (2001) The History of Malaria Control in Nepal. Aravali Printers & Publishers P. Ltd., New Delhi-20.

² Karki, B.B., Shrestha, J.P.B. and Vaidya, R.G. (1996) Identification of malaria epidemic prone areas in Nepal. APW No. SE/96/035202.

From 2004, the Global Fund has been supporting Nepal Malaria Program high and moderate risk districts. The Nepal Health Sector Strategy 2015-2022 has also identified the National Malaria program as priority I public health program. In addition, Ministry of Health has set a target of malaria –free Nepal by 2025.

Malaria trend in Nepal for last ten years is declining except in 2017 and 2018. Due to good surveillance, and enhanced capacity of laboratory staff and availability of testing kits at peripheral levels number of confirmed malaria cases are going up and the number of clinical cases is going down. As per the 2021 micro-stratification report 39% of the total population are still residing in areas at risk (high, moderate and low) of malaria. It further streamlined that 91 wards in 14 districts (as per new federal structure) are at high or moderate risk of malaria. Approximately 1.65% of total population are living in malaria endemic (high & moderate risk) areas. Among them, 0.08 million live-in high-risk areas (22 wards), 0.45 million in moderate risk areas (69 wards) and 11.4 million in low risk areas (2460 wards). The high and moderate risk areas include foothills, forests fringe areas, forests in Terai and inner-Terai valleys as well as upper river hilly areas.

At Central level, Epidemiology and Disease Control Division (EDCD) under the Department of Health Services is responsible for developing strategies, guidelines, plan and monitoring of the implementation of the National Malaria Program and coordinates the National Malaria response. The Monitoring and Evaluation activities at the EDCCD is being handled by the NTD and VBDs Section. At district level, almost fifty percent districts have a Public Health Officer, one Vector Control Inspector or Malaria Inspector and laboratory technicians/assistants.

The Nepal Malaria Program involves a comprehensive mix of public-private partnership activities with the goal to reduce the impact and incidence of malaria by improving the coverage, quality and utilization of preventive measures as well as diagnosis and treatment services, outbreak detection and response capabilities, and by providing effective management of the national malaria control effort. The EDCCD and SCI Nepal have partnered to conduct the national program activities in the malaria high and moderate risk areas of program districts, supported by the GFATM.

Objective

The objectives of this post distribution survey are to assess the Behavioural Change Communication impact, LLINs availability and its use in distributed households for the evidence of programmatic strategies and revising modalities of activities. Additionally, results will be used for meeting stakeholder and donor information needs in terms of intervention performance and advocacy as appropriate.

General- The main objective of the survey is to evaluate LLINs ownership, access, use, attrition rate and monitor key behaviour and behavioural factors related to use of LLINs in the household amongst population at risk of malaria. The study will also aim to assess change in knowledge of malaria and exposure to malaria behaviour change campaign in program areas.

Specific:

- a. To assess the proportion of population that slept under an insecticide-treated net the previous night
- b. To assess the proportion of children under five years old who slept under an insecticide-treated net the previous night

- c. To find out the proportion of pregnant women who slept under insecticide treated net the previous night
- d. To know the proportion of population with access to an ITN within their household

Location and official travel involved

LLIN Distribution site. Refer to Annex 1 of ToR.

Services the Supplier will provide

1	Staff hiring and Finalizing questionnaire in consultation with Program management Units and EDCD.
2	Staff Orientation workplan finalization
3	Field Mobilization for Data Collection
4	Data Analysis
5	Draft Report Submission
6	Final Report Submission

Methodology

The research agency (RA) will conduct one to one household interviews with the survey population; household owners as well as mothers/caregivers of children under five to collect information, enter and clean collected data, analyze data and submit final report to SCI/ Nepal. In its proposal, the RA should present a plan for reaching these respondents. Specifically, the RA shall:

- **Review, refine and translate the interview questionnaire:** SCI Nepal will provide the draft questionnaire upon award of the study. The RA shall review and refine the questions and submit them for approval to SCI Nepal; incorporate into the study tools any modifications suggested by SCI/ Nepal and prepare final study tools.
- **Prepare an implementation plan and calendar for conducting the survey:** This plan should detail the date, place, and activities planned for reaching the target population in the sampled areas (will finalised in consultation with EDCD and SCI). This plan must be submitted to SCI Nepal for review and approval.
- **Recruit field researchers for the survey:** The RA shall recruit appropriate field interviewers, supervisors, etc. for carrying out the fieldwork for the survey. Criterion for selecting field personnel should be documented and submitted to SCI Nepal.
- **Arrange for training sessions of the interviewers:** The RA shall gather all field interviewers and supervisors in Kathmandu and conduct 2-3 days training session on research ethics, study tools, field protocols, data quality and data collection.
- **Sample size and study area:** The RA should draw the sample areas for the survey from 76 wards, 34 VDCs/Rural Municipality/municipalities of 12 districts where LLINs were

distributed on 2019, 2020/21 and 2022 (list is attached in annex 1). The total HH number is 99,774 HHs (27,641+37,787+34,346) of three years and the sample size will be calculated two stage cluster sampling with cross sectional HH. The total sample size will be 1000 to 1100 households.

- **Ethical approval:** Ethical approval from NHRC is mandatory and the research agency must have ethical approval from NHRC. The RA must collaborate with EDCD during Approval Process.
- **Conduct HH Survey:** The selected agency in close coordination with the respective health offices in the districts, focal person and local level governments will conduct a meeting regarding the objectives, procedures and expected support before conducting HHs survey across the receptive districts.

Experience and skill set required

- Research Agency must have completed at least at least 3 public health related research and one of them must be on vector borne diseases. The organization must submit completion letter of the research activity from the concerned authority / funding agency.

Expected Deliverables

SCI expects the following deliverables to be provided:

<i>Deliverable number</i>	<i>Deliverable title</i>	<i>Timeline</i>
1	Finalizing questionnaire in consultation with stakeholders	Within 7 days
2	Staff Orientation workplan finalization	Within 10 days
3	Field Mobilisation for Data Collection	Within 30 days
4	Data Analysis	Within 40 days
5	Draft Report Submission	Within 45 days
6	Final Report Submission	Within 60 days

Timeline

Estimated Commencement Date: 11th July 2022

Estimated End Date: 30th September 2022

Status updates/reporting

The consulting firm will report directly to Program manager- Malaria program and NTD/VBD Section, EDCD. Regular supervision and monitoring of the work done by the research agency will be done by EDCD and M&E Manager, officials from respective Health Offices along with Central and provincial SCI staff during the activity.

The consulting firm shall provide the below status updates for the duration of the services:

- *Bi-weekly progress update with project team*

Acceptance

- The final report will be accepted in discussion and concurrence with EDCD.

Payment information

- The Fees are inclusive of all costs, overheads, and expenses, including travel, subsistence and accommodation.
- Payment can be made on instalment basis after completion of each deliverable or on mutual agreement with successful bidder.
- The final payment will be given after the acceptance of final report from EDCD and PMU.
- Save the Children shall pay correctly rendered invoices (a) upon completed delivery of the goods or performance of the services in accordance with the contract or (b) within 45 days from the date of invoice (**whichever is later**).

How to apply for the services

Proposal Submission Guideline/Required Documents

- Proposal Submission Deadline- **27th June 2022.**
- Required Documents-
 - Filled out Consultancy Proposal Form (enclosed with this ToR)
 - CV(s) of the proposed consultant(s) with full date of birth in dd/mm/yyyy format.
 - Copies of- Firm registration certificate, VAT registration certificate, Tax clearance certificate of FY 2077/078.
 - Completion letter of the mentioned research activity from the concerned authorities / funding agencies.
- **A proposal should have four (4) separate files:**
 - 1st for essential documents listed in section C of Consultancy Proposal Form.
 - 2nd for CVs of Proposed Consultants listed in Section B, Part 2 of Consultancy Proposal Form.
 - 3rd for technical proposal
 - 4th for financial proposal

Each of the above files should be properly named respectively as “essential documents”, “CVs of Proposed consultants”, “technical proposal” and “financial proposal”.

- Proposals should be submitted via email to nepalco.tenders@savethechildren.org

Proposals submitted in another email addresses will not be considered in the process.
(Please note that, applicant must not cc / bcc / forward proposals to any other email addresses.)

ANNEX I

Province	District	Palika	Ward No.	Total HH visited	Total Beneficiaries	Actual Distributed
2	Dhanusa	Mithila NP	11	1067	6352	3940
	Saptari	Saptakoshi	3	331	1690	927
3	Sindhuli	Kamalamai NP	14	759	4827	2988
	Makwanpur	Manahari	6	1817	10949	5500
5	Banke	Raptisonari	3	1116	6731	3650
	Kapilbastu	Krishnanagar	6	694	5408	2823
6	Surkhet	Chaukune	8	574	3582	1897
	Humla	Tajakot	2	180	1027	450
7	Kailali	Godawari NP	11	1085	7214	3948
		Godawari NP	12	1222	8346	4588
		LamkiChuha NP	4	3275	17118	10000
		Tikapur NP	8	1074	6591	3800
	Dadeldhura	Parsuram	12	865	4393	2919
		Parsuram	6	465	2816	1589
		Parsuram	7	609	3916	2214
	Kanchanpur	Belauri NP	1	659	4200	2253
		Belauri NP	9	1314	7631	4378
		Mahakali NP	3	1150	5705	3400
		SuklaPhanta NP	2	445	2816	1500
		Bhimdatta NP	9	984	7602	5800
		Bedkot	6	984	5602	3100
		Krishnapur	6	1335	7462	4750
		Punarbans	9	1560	9280	5490
	Baitadi	Bhimdatta	10	2426	13058	7300
		Shibanath	2	745	4933	2692
	Pancheshwor	4	906	5274	2904	
Total			26	27,641	164,523	94,800

Province	District	Palika	Ward No.	Total HH visited	Total Beneficiaries	Actual Distributed
Lumbini	Banke	Narenapur	3	1121	6792	3586
	Bardiya	Thakurbaba	1	1690	8904	5151
			2	1580	8298	4756
			4	1234	3528	3586
Karnali	Surkhet	Lekhbesi	10	833	4546	2671
Sudupachim	Kailali	Bardagoriya	1	1135	7263	6200
	Kailali	Bhajani NP	5	1267	7680	4430
	Kailali	Bhajani NP	7	1060	6675	3955
	Kailali	Dhangadi NP	12	2884	15629	9273
	Kailali	Dhangadi NP	15	1135	7263	3682
	Kailali	Dhangadi NP	18	1790	6704	4291
	Kailali	Gauriganga NP	1	1917	11355	6323
	Kailali	Gauriganga NP	3	1300	8805	4800
	Kailali	Godawari NP	4	2420	14943	8360
	Kailali	Godawari NP	6	1808	9680	5500
	Kailali	Godawari NP	10	1830	12482	6014
	Kailali	Janaki	3	1220	6752	4246
	Kailali	Lamki Chuha NP	8	1626	10315	5638
	Kailali	Tikapur NP	2	1790	10904	6090
	Kanchanpur	Bhimdatta NP	1	951	4640	2800
	Kanchanpur	Krishnapur NP	4	2570	14781	8908
	Kanchanpur	Purnabash NP	2	1634	8911	5825
	Kanchanpur	SuklaPhanta NP	12	1123	6645	3736
	Dadeldhura	Aalital	5	474	2340	1385
	Dadeldhura	Parsuram NP	4	997	5510	3105
Dadeldhura	Parsuram NP	8	398	2617	1483	
Total			26	37787	213962	125794

Province	District	Palika	Ward No.	Total Household	Total Beneficiaries
Madesh	Saotari	Saptakoshi NP	11	479	1980
Lumbini	Banke	Narainapur	2	1709	7058
Karnali	Surkhet	Bheriganga NP	7	492	2030
		Ghurbhakot NP	13	1283	5298
		Lekhbesi NP	7	837	3458
		Panchapuri NP	9	894	3692
Sudupachim	Kailali	Bardagoriya	4	1710	7064
		Chure	4	967	3992
		Dhangadhi Sub-Metropolitan	9	1101	4546
		Dhangadhi Sub-Metropolitan	16	1626	6714
		Gauriganga NP	7	2148	8873
		Gauriganga NP	8	1934	7986
		Godagodi NP	3	1920	7931
		Godagodi NP	4	2607	10768
		Godawari NP	3	2269	9371
		Godawari NP	7	1376	5681
	Kanchanpur	Bedkot NP	4	1325	5472
		Bedkot NP	5	1584	6541
		Belauri NP	5	1766	7293
		Bhimdatta NP	11	1145	4728
		Bhimdatta NP	13	1401	5786
		Bhimdatta NP	19	1265	5226
		Krishnapur NP	1	1611	6654
		Krishnapur NP	3	898	3708
Total			24	34346	141850

**Instruction and Template for
PROPOSAL Submission**

Consultancy Title: Post distribution HHs Survey for assessing LLINs availability and Its use
PR No. PR102921

Date of Proposal Submission: <Insert date>

This instruction & template for proposal development consists of the following sections:

1. **Section A:** Instruction for Proposal Development
2. **Section B:** Proposal Development Form
3. **Section C:** Essential Evaluation Questions

Section A: Instruction for Proposal Development

Please **READ** and **FOLLOW** the instructions before completing the proposal form

1. A proposal will not be considered for review if:
 - It is received after the deadline
 - It has not followed the proposal submission guideline mentioned in the ToR and Section A, point 2 below.
 - There are any missing documents mentioned in the ToR and section C below.
 - Information submitted by the company is found to be false
 - It is incomplete
2. **A proposal should have four (4) separate files:**
 - 1st for essential documents listed in section C below.
 - 2nd for CVs of Proposed Consultants listed in Section B, Part 2 below.
 - 3rd for technical proposal
 - 4th for financial proposal

Each of the above files should be properly named respectively as “essential documents”, “CVs of Proposed consultants”, “technical proposal” and “financial proposal”.

4. Only shortlisted bidder/s will be contacted by Save the Children at each stage of the selection process.
5. Shortlisted bidder/s will be invited to deliver a 15minute presentation to the Procurement Committee on their technical and financial proposal.

Section B: Proposal Development Form

I. Organization Information (NA in case of individual consultant)

Name of the organization :

Address :

District/State :

Country :

Phone number :

E-mail :

Website :

II. Details of contact person

Name :

Position :

Phone Number : (Landline) (Mobile)

E-mail :

III. Major topics and sub-topics for proposal development

1. Organization Background (NA in case of individual consultant)

1.1 Please list out the health related researches done by your organization in below table:

S. No.	Research Title	Name of Funding Agency	Date	Remark
1				
2				
3				
4				
5				

Note: Please add rows in above table as required.

1.2 Existing and current human resource and organization organogram.

2. Signatory and Proposed Consultants Information:

SN	Full Name (Avoid abbreviations)	Date of birth (dd/mm/yyyy AD)	Designation	Academic Qualification

3. Please provide your understanding of ToR and proposed modality / approach to conduct this assignment.

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.....
.....
.....
.....

4. Do you plan to work with local team using local resources for undertaking this assignment? If yes, please specify this in detail below:

.....
.....
.....
.....
.....

5. Proposed Budget with clear breakdowns (specify the proposed cost is inclusive / exclusive of VAT)

Please provide your financial proposal in separate excel file with file name – “financial proposal”.

Section C: Essential Evaluation Questions

ESSENTIAL CRITERIA (Exclusion if not met)

In order to qualify as a bidder you must be able to answer 'Yes' against all of the Essential Criteria. After passing the essential criteria you will be scored against Capability and Commercial criteria.

S. No.	Criteria	Please specify Yes / No
a)	Do you have a legitimate business/official address OR are you registered for trading or tax purposes with the authorities. If yes, have you attached a copy of registration documents with this proposal?	
b)	Do you agree to comply with SCI standard policies and procedures, Terms and Conditions of Purchases as stated in RFP? <ul style="list-style-type: none"> • Save the Children's Terms and Conditions of Purchase • Save the Children's Child Safeguarding policy • Save the Children's Anti-Bribery and Corruption policy • Save the Children Human Trafficking and Modern Slavery policy • Protection from Sexual Exploitation and Abuse Policy • Anti-Harassment, Intimidation & Bullying Policy • IAPG Code of Conduct • Global Fund Code of Conduct for Suppliers • The Data Protection Policy 	
c)	Do you confirm that the company is not linked directly or indirectly to any terrorism related activity, and does not sell any Dual-Purpose goods / services that may be used in a terror related activity?	
d)	Do you confirm that you are not a prohibited party under applicable sanctions laws or anti-terrorism laws or provide goods under sanction by the United States of	

	America or the European Union and accepts that SCI will undertake independent checks to validate this?	
e)	Do you confirm that you are not a prohibited party or on government blacklisting	
f)	Have you attached a copy of Tax Clearance Certificate of Fiscal year 2077/078?	
g)	Have you attached a copy of VAT registration certificate?	
h)	Research Agency must have completed at least at least 3 public health related research and one of them must be on vector borne disease. Have you attached a completion letter of the research activity from the concerned authorities / funding agencies?	



Date: 17th June 2022

Request for Proposal (RFP) Reference No: PR102921

Dear Sir/Madam,

Save the Children requests your submission of a proposal to provide goods/services in accordance with the conditions detailed in the attached documents. Save the Children intends to issue a contract for the following goods/services: consultancy assignment entitled "Post distribution HHs Survey for assessing LLINs availability and Its use".

We include the following information for your review:

- Part 1: Proposal Information
- Part 2: Conditions of Proposal Process
- Part 3: Terms and Conditions of Purchase (which will be signed by the successful Bidder)
- Part 4: Save the Children's Child Safeguarding Policy
- Part 5: Save the Children's Anti-Bribery and Corruption Policy
- Part 6 : Save the Children's Human Trafficking and Modern Slavery Policy
- Part 7: The IAPG Code of Conduct

Your proposal must be received in the following format:

- Full completion of the "Consultancy Proposal Form" document in order that your proposal may be regarded as compliant. Those proposals not completed may be treated as void.
- Proposal to be submitted via email to nepalco.tenders@savethechildren.org

The email subject should indicate "Proposal for PR102921 "Post distribution HHs Survey for assessing LLINs availability and Its use".

Your proposal must be received at nepalco.tenders@savethechildren.org not later than **27th June 2022** ("the Closing Date"). Failure to meet the Closing Date may result in the proposal / proposal being void. Returned proposals must remain open for consideration for a period of not less than 60 days from the Closing Date. Save the Children is under no obligation to award the contract or to award it to the lowest bidder.

Should you require further information or clarification on the proposal requirements, please contact Mr. Aresh Baidya (Contact Person) in writing at the following address: eoiconsultant.nepal@savethechildren.org

We look forward to receiving a proposal from you and thank you for your interest in our account.

Yours faithfully,

Asesh Baidya

Procurement Coordinator - Consultancy

PART 1: PROPOSAL INFORMATION

Introduction

Save the Children is the world's leading independent organisation for children. We work in 120 countries. We save children's lives; we fight for their rights; we help them fulfil their potential. We work together, with our partners, to inspire breakthroughs in the way the world treats children and to achieve immediate and lasting change in their lives.

Provisional timetable

<u>Activity</u>	<u>Date</u>
Publication / Circulation of Request for proposal	17 th June 2022
Last day for bidders to send clarification questions to Save the Children	22 nd June 2022
Last day for SCI to answer clarification questions to bidders	24 th June 2022
Return of Proposals (Closing Date)	27 th June 2022
Award Contract	11 th July 2022
"Go-Live" with Supplier	11 th July 2022

Indicative information

Background

Malaria is a one of the public health problem in Nepal, affecting the wellbeing and livelihoods of low-income individuals. Malaria outbreaks are concentrated in forest and forest fringe areas and the low-lying plains of Nepal. Until the latter half of the 20th century, malaria was a major health problem in much of lowland Nepal. Surveys conducted in the inner Terai region in 1925 revealed

average spleen rates in children of 80%. There were an estimated 2 million cases each year (among a population of slightly more than 5 million), of which approximately 10-15% were fatal.¹

The Government of Nepal (GoN) spearheaded a comprehensive effort to eradicate malaria in 1958 with the support of USAID and WHO. Although falling short of malaria eradication, the initial results were impressive. By the late 1960s the annual parasite incidence (API) had fallen to 0.4/1,000.² In 1994, the Government of Nepal's Epidemiology and Disease Control Division (EDCD) created a National Plan of Operation for Malaria Control. The Stratification of High, Moderate and Low-risk areas conducted as part of this effort remains among the most comprehensive data available for programmatic planning and management.

From 2004, the Global Fund has been supporting Nepal Malaria Program high and moderate risk districts. The Nepal Health Sector Strategy 2015-2022 has also identified the National Malaria program as priority I public health program. In addition, Ministry of Health has set a target of malaria -free Nepal by 2025.

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² Karki, B.B., Shrestha, J.P.B. and Vaidya, R.G. (1996) Identification of malaria epidemic prone areas in Nepal. APW No. SE/96/035202.

Award criteria

Award of the contract will be based on the following criteria:

ESSENTIAL CRITERIA (Exclusion if not met)

Bidders must meet the following criteria:

- That the bidder has legitimate business /official premises, or that they are registered for trading and tax as appropriate.
- That they are not any prohibited parties or on government blacklisting
- Bidder's confirmation of compliance with the attached Conditions of proposal, Terms and Conditions of Purchase, Anti-Bribery and Corruption Policy, Child Safeguarding Policy, Save the Children's Human Trafficking and Modern Slavery Policy and IAPG Code of Conduct
- Registered with relevant Government Authority.
- Have a VAT registration certificate; Tax Clearance FY 077/078
- Research Agency must have completed at least 3 public health related research and one of them must be on vector borne disease. The organization must submit completion letter of the research activity from the concerned authority / funding agency.

Evaluation Criteria

The following criteria are considered very important in the evaluation of this proposal.

Capability Criteria (Technical Proposal): 50%

Criteria	Weight	Sub-Criteria	% Weight
Capability	50%	Relevant Experience	
		3 public health related researches = 2.5%	5%
		More than 3 public health related researches = 5%	
		Proposed human resource	
		Team Leader – Public Health Expert (Masters / PhD) = 6%	10%
		Statistician / Data analyst (Masters / PhD) = 4%	
		Proposal Methodology & Workplan	30%

Criteria	Weight	Sub-Criteria	% Weight
		Sub-criteria: Background Study = 2% Study Process = 3% Sampling Frame = 7% Data Assurance, relevance = 6% Data Analysis = 6% Work Plan = 3% Monitoring and Supervision Mechanism = 3%	
		Presentation / Interview (for shortlisted bidder/s only)	5%
Remark		Bidders shall secure minimum of 27 marks out of 45 in capability evaluation to be eligible for financial and sustainability criteria evaluation / review.	

Sustainability Criteria: 10%

Criteria	Weight	Sub-Criteria	% Weight
Sustainability	10%	Work with local team using local resources: 5% At least 33% of enumerators are female: 5% Yes= 5% No= 0%	10%

Commercial Criteria (Financial Proposal): 40%

Financial proposal will be scored in inverse proportionate basis.

PART 2: CONDITIONS OF PROPOSAL

1. Definitions

In addition to the terms defined in the Cover Letter, in these Conditions, the following definitions apply:

- (a) **Award Criteria** - the award criteria set out in the Request for Proposal.
- (b) **Bidder** - a person or organisation who submits a proposal.
- (c) **Conditions** - the conditions set out in this 'Conditions of Proposal' document.
- (d) **Cover Letter** - the cover letter attached to the Proposal Information Pack.
- (e) **Goods and/or Services** - everything purchased by SCI under the contract.
- (f) **Request for Proposal** - the Proposal Information, these Conditions, SCI's Terms and Conditions of Purchase, SCI's Child Safeguarding Policy, SCI's Anti Bribery and Corruption Policy and the IAPG Code of Conduct.
- (g) **SCI** - Save the Children International (formerly known as The International Save the Children Alliance Charity), a charitable company limited by guarantee registered in England and Wales (company number 03732267; charity number 1076822) whose registered office is at St Vincent House, 30 Orange Street, London, WC2H 7HH.
- (h) **Specification** - any specification for the Goods and/or Services, including any related plans and drawings, supplied by SCI to the Supplier, or specifically produced by the Supplier for SCI, in connection with the proposal.
- (i) **Supplier** - the party which provides Goods and/or Services to SCI.

2. The Contract

The contract awarded shall be for the supply of goods and/or services, subject to SCI's Terms and Conditions of Purchase (attached to these Conditions). SCI reserves the right to undertake a formal review of the contract after twelve (12) months.

3. Late Proposal submissions

Proposals received after the Closing Date will not be considered, unless there are in SCI's sole discretion exceptional circumstances which have caused the delay.

4. Correspondence

All communications from Bidders to SCI relating to the proposal must be in writing and addressed to the person identified in the Cover Letter. Any request for information should be received at least 5 days before the Closing Date, as defined in the Request for

proposal. Responses to questions submitted by any Bidder will be circulated by SCI to all Bidders to ensure fairness in the process.

5. Acceptance of Proposals

SCI may, unless the Bidder expressly stipulates to the contrary in the proposal, accept whatever part of a proposal that SCI so wishes. SCI is under no obligation to accept the lowest or any proposal.

6. Alternative offer

If the Bidder wishes to propose modifications to the proposal (which may provide a better way to achieve SCI's Specification) these may, at SCI's discretion, be considered as an Alternative Offer. The Bidder must make any Alternative Offer in a separate letter to accompany the proposal. SCI is under no obligation to accept Alternative Offers.

7. Prices

Quoted prices must be shown as both inclusive of and exclusive of any Value Added Tax chargeable or any similar tax (if applicable).

8. No reimbursement of proposal expenses

Expenses incurred in the preparation and dispatch of the proposal will not be reimbursed.

9. Non-Disclosure and Confidentiality

Bidders must treat the Request for Proposal, contract and all associated documentation (including the Specification) and any other information relating to SCI's employees, servants, officers, partners or its business or affairs (the "**Confidential Information**") as confidential. All Bidders shall:

- recognise the confidential nature of the Confidential Information;
- respect the confidence placed in the Bidder by SCI by maintaining the secrecy of the Confidential Information;
- not employ any part of the Confidential Information without SCI's prior written consent, for any purpose except that of quoting for business from SCI;
- not disclose the Confidential Information to third parties without SCI's prior written consent;
- not employ their knowledge of the Confidential Information in any way that would be detrimental or harmful to SCI;

- use all reasonable efforts to prevent the disclosure of the Confidential Information to third parties;
- notify SCI immediately of any possible breach of the provisions of this Condition 9 and acknowledge that damages may not be an adequate remedy for such a breach.

10. Award Procedure

SCI's Procurement Committee will review the Bidders and their proposals to determine, in accordance with the Award Criteria, whether they will award the contract to any one of them.

11. Information and Record Keeping

SCI shall consider any reasonable request from any unsuccessful Bidder for feedback on its proposal and, where it is appropriate and proportionate to do so, provide the unsuccessful Bidder with reasons why its proposal was rejected. Where applicable, this information shall be provided within 30 business days from (but not including) the date on which SCI receives the request.

12. Anti-Bribery and Corruption

All Bidders are required to comply fully with SCI's Anti-Bribery and Corruption Policy (attached to these Conditions).

13. Child Protection

All Bidders are required to comply fully with SCI's Child Safeguarding Policy (attached to these Conditions).

14. Human Trafficking and Modern Slavery

All Bidders are required to comply fully with SCI's Human Trafficking and Modern Slavery Policy (attached to these Conditions).

15. Exclusion Criteria

Any Bidder is required to confirm in writing that:

- Neither it nor any related company to which it regularly subcontracts is insolvent or being wound up, is having its affairs administered by the courts, has entered into an arrangement with creditors, has suspended business activities, is the subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- Neither it nor a company to which it regularly subcontracts has been convicted of fraud, corruption, involvement in a criminal organisation, any money laundering offence, any offence concerning professional conduct, breaches of applicable labour

law or labour tax legislation or any other illegal activity by a judgment in any court of law whether national or international;

- Neither it nor a company to which it regularly subcontracts has failed to comply with its obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the relevant country in which it the Bidder operates.

Any Bidder will automatically be excluded from the proposal process if it is found that they are guilty of misrepresentation in supplying the required information within their proposal bid or fail to supply the required information.

16. Conflict of Interest / Non Collusion

Any Bidder is required to confirm in writing:

- That it is not aware of any connection between it or any of its directors or senior managers and the directors and staff of SCI which may affect the outcome of the selection process. If there are such connections the Bidder is required to disclose them.
- Whether or not there are any existing contacts between SCI, and any other Save the Children entity, and it and if there are any arrangements which have been put in place over the last twenty four (24) months.
- That it has not communicated to anyone other than SCI the amount or approximate amount of the proposal.
- That it has not and will not offer pay or give any sum of money commission, gift, inducement or other financial benefit directly or indirectly to any person for doing or omitting to do any act in relation to the proposal process.

17. Assignment and novation

All Bidders are required to confirm that they will if required be willing to enter into a contract on similar terms with either SCI or any other Save the Children entity if so required.



PART 3: TERMS AND CONDITIONS OF PURCHASE

1 Definitions and Interpretation

These terms and conditions ("Conditions") provide the basis of the contract between the supplier ("Supplier") and Save the Children International (the "Customer"), in relation to the validly issued purchase order ("Order") (the Order and the Conditions are together referred to as the "Contract"). All references in these terms and conditions to defined terms - Goods, Services, Prices and Delivery - refer to the relevant provisions of the Order.

2 Quality and Defects

2.1 The Goods and the Services shall, as appropriate:

- a) correspond with their description in the Order and any applicable specification;
- b) comply with all applicable statutory and regulatory requirements;
- c) be of the highest quality and fit for any purposes held out by the Supplier or made known to the Supplier by the Customer;
- d) be free from defects in design, material, workmanship and installation; and
- e) be performed with the best care, skill and diligence in accordance with best practice in the Supplier's industry, profession or trade.

2.2 The Customer (including its representatives or agents) reserves the right at any time to audit the Supplier's records, inspect work being undertaken in relation to the supply of the Goods and Services and, in the case of Goods, to test them.

3 Compliance and Ethical Standards

3.1 The Supplier, its suppliers and sub-contractors, shall (a) observe the highest ethical standards, and shall comply with all applicable laws, statutes, regulations and codes (including environmental regulations and the International Labour Organisation's international labour standards on child labour and forced labour) from time to time in force, (b) comply with the following Customer policies, which are annexed: Child Safeguarding; Fraud, Bribery and Corruption; and Human Trafficking and Modern Slavery (together the "Mandatory Policies"), and (c) act in relation to the Contract in accordance with the principles of the Inter-Agency Procurement Group Code of Conduct.

3.2 The Supplier, its suppliers and sub-contractors shall not in any way be involved in (a) the manufacture or sale of arms or have any business relations with prohibited party armed groups or governments for any war related purpose; or (b) terrorism, including checking its staff, suppliers and sub-contractors against the following sanctions lists: UK Treasury List, EC List, OFAC List and US Treasury List.

3.3 The Supplier is taking reasonable steps (including but not limited to having in place adequate policies and procedures) to ensure it conducts its business (including its relationship with any contractor, employee, or other agent of the Supplier) in such a way as to comply with the Mandatory Policies, and shall upon request provide the Customer with information confirming its compliance.

3.4 The Supplier shall notify the Customer as soon as it becomes aware of any breach, or suspected or attempted breach, of the Mandatory Policies or Condition 8 (Supplier's Warranties), and shall inform the Customer of full details of any action taken in relation to the reported breach.

4 Delivery / Performance

4.1 The Goods shall be delivered to, and the Services shall be performed at the address and on the date or within the period stated in the Order, and in either case during the Customer's usual business hours, except where otherwise agreed in the Order. Time shall be of the essence in respect of this Condition 4.1.

4.2 Where the date of delivery of the Goods or of performance of Services is to be specified after issue of the Order, the Supplier shall give the Customer reasonable written notice of the specified date.

4.3 Delivery of the goods shall take place and title in the Goods will pass on the completion of the physical transfer of the goods from the Supplier or its agents to the Customer or its agents at the address specified in the Order.

4.4 Risk of damage to or loss of the Goods shall pass to the Customer in accordance with the relevant provisions of Incoterms 2010 identified in the Order, or, where Incoterms do not apply, risk in the Goods shall pass to the Customer on completion of delivery.

4.5 The Customer shall not be deemed to have accepted any Goods or Services until the Customer has had reasonable time to inspect them following delivery and/or performance by the Supplier.

4.6 The Customer shall be entitled to reject any Goods delivered or Services supplied which are not in accordance with the Contract. If any Goods or Services are so rejected, at the Customer's option, the Supplier shall forthwith re-supply substitute Goods or Services which conform with the Contract. Alternatively, the Customer may cancel the Contract and return any rejected Goods to the Supplier at the Supplier's risk and expense.

5 Indemnity

The Supplier shall indemnify the Customer in full against all liability, loss, damages, costs and expenses (including legal expenses) awarded against or incurred or paid by the Customer as a result of or in connection with any act or omission of the Supplier or its employees, agents or sub-contractors in performing its obligations under this Contract, and any claims made against the

Customer by third parties (including claims for death, personal injury or damage to property) arising out of, or in connection with, the supply of the Goods or Services.

6 Price and Payment

Payment will be made as set out in the Order and the Customer shall be entitled to off-set against the price set out in the Order all sums owed to the Customer by the Supplier.

7 Termination

7.1 The Customer may terminate the Contract in whole or in part at any time and for any reason whatsoever by giving the Supplier at least one month's written notice.

7.2 The Customer may terminate the Contract with immediate effect by giving written notice to the Supplier and claim any losses (including all associated costs, liabilities and expenses including legal costs) back from the Supplier at any time if the Supplier:

- a) becomes insolvent, goes into liquidation, makes any voluntary arrangement with its creditors, or becomes subject to an administration order; or
- b) is in material breach of its obligations under the Contract or is in breach of its obligations and fails to remedy such breach within 14 days of written request from the Customer.

7.3 In the event of termination, all existing Orders must be completed.

8 Supplier's Warranties

8.1 The Supplier warrants to the Customer that:

- a) it has all necessary internal authorisations and all authorisations from all relevant third parties to enable it to supply the Goods and the Services without infringing any applicable law, regulation, code or practice or any third party's rights;
- b) it will not and will procure that none of its employees will accept any commission, gift, inducement or other financial benefit from any supplier or potential supplier of the Customer;
- c) the Services will be performed by appropriately qualified and trained personnel, with the best care, skill and diligence and to such high standard of quality as it is reasonable for the Customer to expect in all the circumstances;
- d) none of its directors or officers or any of its employees have any interest in any supplier or potential supplier of the Customer or is a party to, or are otherwise interested in, any transaction or arrangement with the Customer; and
- e) information provided to the Customer are, and remain, complete and accurate in all material respects.

9 Force majeure

9.1 Neither party shall be liable for any failure or delay in performing its obligations under the Contract to the extent that such failure or delay is caused by an event that is beyond that party's reasonable control (a "Force Majeure Event") provided that the Supplier shall use best endeavours to cure such Force Majeure Event and resume performance under the Contract.

9.2 If any events or circumstances prevent the Supplier from carrying out its obligations under the Contract for a continuous period of more than 14 days, the Customer may terminate the Contract immediately by giving written notice to the Supplier.

10 General

10.1 The Supplier shall not use the Customer's name, branding or logo other than in accordance with the Customer's written instructions or authorisation.

10.2 The Supplier may not assign, transfer, charge, subcontract, novate or deal in any other manner with any or all of its rights or obligations under the Contract without the Customer's prior written consent.

10.3 Any notice under or in connection with the Contract shall be given in writing to the address specified in the Order or to such other address as shall be notified from time to time. For the purposes of this Condition, "writing" shall include e-mails and faxes.

10.4 If any court or competent authority finds that any provision of the Contract (or part of any provision) is invalid, illegal or unenforceable, that provision or part-provision shall, to the extent required, be deemed to be deleted, and the validity and enforceability of the other provisions of the Contract shall not be affected.

10.5 Any variation to the Contract, including the introduction of any additional terms and conditions, shall only be binding when agreed in writing and signed by both parties.

10.6 The Contract shall be governed by and construed in accordance with Nepal law. The parties irrevocably submit to the exclusive jurisdiction of the courts of Nepal to settle any dispute or claim arising out of or in connection with the Contract or its subject matter or formation.

10.7 A person who is not a party to the Contract shall not have any rights under or in connection with it.

PART 4: SAVE THE CHILDREN'S CHILD SAFEGUARDING POLICY

Our values and principles

Child abuse is when anyone under 18 years of age is being harmed or isn't being looked after properly. The abuse can be physical, sexual, emotional or neglect. The abuse and exploitation of children happens in all countries and societies across the world. Child abuse is never acceptable.

It is expected that all who work with Save the Children are committed to safeguard children whom they are in contact with.

What we do

Save the Children is committed to safeguard children through the following means:

Awareness: Ensuring that all staff and those who work with Save the Children are aware of the problem of child abuse and the risks to children.

Prevention: Ensuring, through awareness and good practice, that staff and those who work with Save the Children minimise the risks to children.

Reporting: Ensuring that you are clear on what steps to take where concerns arise regarding the safety of children.

Responding: Ensuring that action is taken to support and protect children where concerns arise regarding possible abuse.

To help you clarify our safeguarding approach, we list here examples of the behaviour by a representative of Save the Children which are prohibited. These include but are not limited to:

1. Hitting or otherwise physically assaulting or physically abusing children.
2. Engaging in sexual activity or having a sexual relationship with anyone under the age of 18 years regardless of the age of majority/consent or custom locally. Mistaken belief in the age of a child is not a defence.
3. Developing relationships with children which could in any way be deemed exploitative or abusive.
4. Acting in ways that may be abusive in any way or may place a child at risk of abuse.
5. Using language, making suggestions or offering advice which is inappropriate, offensive or abusive.
6. Behaving physically in a manner which is inappropriate or sexually provocative.
7. Sleeping in the same bed or same room as a child, or having a child/children with whom one is working to stay overnight at a home unsupervised.

8. Doing things for children of a personal nature that they can do themselves.
9. Condoning, or participating in, behaviour of children which is illegal, unsafe or abusive.
10. Acting in ways intended to shame, humiliate, belittle or degrade children, or otherwise perpetrate any form of emotional abuse.
11. Discriminating against, showing unfair differential treatment or favour to particular children to the exclusion of others.
12. Spending excessive time alone with children away from others.
13. Placing oneself in a position where one is made vulnerable to allegations of misconduct.

In order that the above standards of reporting and responding are met, **this is what is expected of you:**

If you are worried that a child or young person is being abused or neglected, (such as in points 1, 2, 3, 4, 6, 8, 9 and 10 above for example) or you are concerned about the inappropriate behaviour of an employee, or someone working with Save the Children, towards a child or young person, then you are obliged to:

- act quickly and get help
- support and respect the child
- where possible, ensure that the child is safe
- contact your Save the Children manager with your concerns immediately (or their senior manager if necessary)
- keep any information confidential to you and the manager.

If you want to know more about the Child Safeguarding Policy then please contact your Save the Children manager.

PART 5: SAVE THE CHILDREN'S ANTI-BRIBERY AND CORRUPTION POLICY

Our values and principles

Save the Children does not allow any partner, supplier, sub-contractor, agent or any individual engaged by Save the Children to behave in a corrupt manner while carrying out Save the Children's work.

What we do

Save the Children is committed to preventing acts of bribery and corruption through the following means:

Awareness: Ensuring that all staff and those who work with Save the Children are aware of the problem of bribery and corruption.

Prevention: Ensuring, through awareness and good practice, that staff and those who work with Save the Children minimise the risks of bribery and corruption.

Reporting: Ensuring that all staff and those who work with Save the Children are clear on what steps to take where concerns arise regarding allegations of bribery and corruption.

Responding: Ensuring that action is taken to support and protect assets and identifying cases of bribery and corruption.

To help you identify cases of bribery and corruption, behaviour which amounts to corruption includes but is not limited to:

- a) Paying or Offering a Bribe – where a person improperly offers, gives or promises any form of material benefit or other advantage, whether in cash or in kind, to another in order to influence their conduct in any way.
- b) Receiving or Requesting a Bribe – where a person improperly requests, agrees to receive or accepts any form of material benefit or other advantage, whether in cash or in kind, which influences or is designed to influence the individual's conduct in any way.
- c) Receiving or Paying a so-called 'Grease' or 'Facilitation' payment – where a person improperly receives something of value from another party for performing a service or other action that they were required by their employment to do anyway.
- d) Nepotism or Patronage – where a person improperly uses their employment to favour or materially benefit friends, relatives or other associates in some way. For example, through the awarding of contracts or other material advantages.
- e) Embezzlement - where a person improperly uses funds, property, resources or other assets that belong to an organisation or individual.

f) Receiving a so-called 'Kickback' Payment – where a person improperly receives a share of funds, a commission, material benefit or other advantage from a supplier as a result of their involvement in a corrupt bid or proposal process.

g) Collusion – where a person improperly colludes with others to circumvent, undermine or otherwise ignore rules, policies or guidance.

h) Abuse of a Position of Trust – where a person improperly uses their position within their organisation to materially benefit themselves or any other party.

In order that the above standards of reporting and responding are met, **this is what is expected of you:**

You have a duty to protect the assets of Save the Children from any form of corruption. Furthermore, you must immediately report any suspicion of bribery or corruption to the Save the Children senior management team or Country Director and not to anyone else. Failure to report will be treated as serious and may result in termination of any agreement with Save the Children.

You are obliged to:-

- act quickly and get help
- encourage your own staff to report on bribery and corruption
- contact the Save the Children senior management team or Country Director with your concerns immediately (or their senior manager if necessary)
- keep any information confidential to you and the manager.

Attempted corruption is as serious as the actual acts and will be treated in the same way under this policy.

If you want to know more about the Anti-Bribery and Corruption Policy then please contact your Save the Children representative.

**PART 6: SAVE THE CHILDREN'S HUMAN TRAFFICKING AND
SLAVERY POLICY**

MODERN

1. Our values and principles

Save the Children does not allow any partner, supplier, sub-contractor, agent or any individual engaged by Save the Children to engage in human trafficking or modern slavery.

This policy applies to all persons working for us or on our behalf in any capacity, including employees at all levels, directors, officers, agency workers, seconded workers, volunteers, interns, agents, contractors, external consultants, third-party representatives and business partners.

2. What is human trafficking and modern slavery?

The Modern Slavery Act (MSA) 2015 covers four activities:

Slavery	Exercising powers of ownership over a person
Servitude	The obligation to provide services is imposed by the use of coercion
Forced or compulsory labour	Work or services are exacted from a person under the menace of any penalty and for which the person has not offered themselves voluntarily
Human trafficking	Arranging or facilitating the travel of another person with a view to their exploitation

Modern slavery, including human trafficking, is a crime and a violation of fundamental human rights. It takes various forms, such as slavery, servitude, forced and compulsory labour and human trafficking, all of which have in common the deprivation of a person's liberty by another in order to exploit them for personal or commercial gain. We have a zero-tolerance approach to modern slavery and we are committed to acting ethically and with integrity in all our business dealings and relationships and to implementing and enforcing effective systems and controls to ensure modern slavery is not taking place anywhere in our own business or in any of our supply chains.

We are also committed to ensuring there is transparency in our own business and in our approach to tackling modern slavery throughout our supply chains, consistent with our national and international disclosure obligations, and shall comply with all applicable laws, statutes, regulations and codes from time to time in force, including:

- UK Modern Slavery Act 2015 (see above);
- US Trafficking Victims Protection Act 2000;

- USAID ADS 303 Mandatory Standard Provision, Trafficking in Persons (July 2015); and
- International Labour Standards on Child Labour and Forced Labour.

3. Our approach to preventing human trafficking and modern slavery

Save the Children is committed to preventing human trafficking and modern slavery, including through the following means:

Awareness: Ensuring that all staff and those who work with Save the Children are aware of the problem of human trafficking and modern slavery.

Prevention: Ensuring, through awareness and good practice, that staff and those who work with Save the Children minimise the risks of human trafficking and modern slavery.

Reporting: Ensuring that all staff and those who work with Save the Children are clear on what steps to take where concerns arise regarding allegations of human trafficking and modern slavery.

Responding: Ensuring that action is taken to identify and address cases of human trafficking and modern slavery.

To help you identify cases of human trafficking and modern slavery, the following are examples of prohibited categories of behaviour:

- a. **Chattel slavery**, in which one person owns another person.
- b. **Bonded labour** or **debt bondage**, which is when a person's work is the security for a debt – effectively the person is on 'a long lease' which they cannot bring to an end, and so cannot leave their 'employer'. Often the conditions of employment can be such that the labourer can't pay off their debt and is stuck for life, because of low wages, deductions for food and lodging, and high interest rates.
- c. **Serfdom**, which is when a person has to live and work for another on the other's land.
- d. **Other forms of forced labour**, such as when passports are confiscated (sometimes by unscrupulous recruitment agencies) from migrant workers to keep them in bondage, or when a worker is 'kept in captivity' as a domestic servant. If a supplier or contractor appears to impose excessively harsh working conditions, or excessively poor wages, then you should always be alive to the possibility that a form of forced labour is occurring, and take care with your due diligence.

- e. **'Child slavery'**, which is the transfer of a young person (under 18) to another person so that the young person can be exploited. Child labour may, in fact, be a form of child slavery, and should not be tolerated. See the Save the Children Child Safeguarding Policy for further details.

- f. **'Marital and sexual slavery'**, including forced marriage, the purchase of women for marriage, forced prostitution, or other sexual exploitation of individuals through the use or threat of force or other penalty.

4. The commitment we expect from commercial partners

We expect the same high standards from all of our contractors, suppliers and other business partners, and as part of our contracting processes, we may include specific prohibitions against the use of forced, compulsory or trafficked labour, or anyone held in slavery or servitude, whether adults or children, and we expect that our suppliers will hold their own suppliers to the same high standards.

Please contact your Save the Children representative if you have further questions.



PART 7: CODE OF CONDUCT FOR IAPG AGENCIES AND SUPPLIERS

Suppliers and manufacturers to Non Governmental Organisations (NGO's) should be aware of the Code of Conduct initiatives that the Inter-Agency Procurement Group (IAPG) support. This information is to advise you, our suppliers, of the Corporate Social Responsibility (CSR) element in our supplier relationships.

- Goods and services purchased are produced and developed under conditions that do not involve the abuse or exploitation of any persons.
- Goods produced and delivered by organisations subscribe to no exploitation of children
- Goods produced and manufactured have the least impact on the environment

Code of Conduct for Suppliers:

Goods and services are produced and delivered under conditions where:

- Employment is freely chosen
- The rights of staff to freedom of association and collective bargaining are respected.
- Living wages are paid
- There is no exploitation of children
- Working conditions are safe and hygienic
- Working hours are not excessive
- No discrimination is practised
- Regular employment is provided
- No harsh or inhumane treatment of staff is allowed.

Environmental Standards:

Suppliers should as a minimum comply with all statutory and other legal requirements relating to environmental impacts of their business. Areas to be considered are:

- Waste Management
- Packaging and Paper
- Conservation
- Energy Use
- Sustainability

Business Behaviour:

IAPG members will seek alternative sources where the conduct of suppliers demonstrably violates anyone's basic human rights, and there is no willingness to address the situation within a reasonable timeframe.

IAPG members will seek alternative sources where companies in the supply chain are involved in the manufacture of arms or the sale of arms to governments which systematically violate the human rights of their citizens.

Qualifications to the statement

Where speed of deployment is essential in saving lives, IAPG members will purchase necessary goods and services from the most appropriate available source.

Disclaimer

This Code of Conduct does not supersede IAPG Members' individual Codes of Conduct. Suppliers are recommended to check the Agencies' own websites.