[10 April 2024]

Dear Sir / Madam

We kindly request you to submit your quotation for Consultancy Support to Develop the Moving Minds Alliance 2025-2027 Strategic Framework.

If you are interested in submitting a quotation in response to this RFP, please prepare your quotation in accordance with the requirements and process as set out in this RFP and submit it to International Rescue Committee UK (IRC-UK) by the deadline for quotation submission set out in the Section 1: RFP Particulars.

Please take note of the following requirements and conditions pertaining to the provision of the quotation requested.

The RFP consists of the following:

* This RFP Invitation Letter
* Intent to bid form
* Section 1: RFP Particulars
* Section II: Instructions to Bidders
* Section Ill: Schedule of Requirements
* Section IV: Returnable Bidding Forms

1. Form A: Vendor information Form
2. Form B: IRC Conflict of Interest and Supplier Code of Conduct Form
3. A copy of valid company registration certificate (Bidder to Supply)

Following receipt of quotations, a shortlist of candidates may be invited to meet a panel of stakeholders for further discussion on or around 13th May24. Further details will be sent in due course.

Yours Faithfully

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Mike Gray

**Workspace and Procurement Manager**

**Introduction**

The International Rescue Committee UK

The International Rescue Committee UK, hereinafter referred to as “IRC-UK”, is a non-profit, humanitarian agency that provides relief, rehabilitation, protection, resettlement services, and advocacy for refugees, displaced persons and victims of oppression and violent conflict.

The Purpose of this Request for Proposal (RFP)

It is the intent of this RFP to secure competitive proposals to select a supplier for consulting organization to support the Moving Minds Alliance (MMA) to develop a new three-year Strategic Framework (2025-2027) through an approximately six month process. This framework should equip MMA to be more effective in driving change for children aged 0-8 and their caregivers who are affected by crises around the world. All eligible Suppliers that qualify and are technically competent for the supply of the services are invited to submit their proposals.

# Section I: RFP Particulars

|  |  |
| --- | --- |
| Scope of Quotation | This RFP refers to [Consultancy Support to Develop the Moving Minds Alliance 2025-2027 Strategic Framework.] as further described in Section III: Schedule of Requirements. |
| Contact person for correspondence, notifications, and requests for clarifications | All correspondence, notifications, and requests for clarifications in relation to this RFP shall be sent to:  **Tricia Young**  **Moving Minds Alliance Director/** **International Rescue Committee UK**  **100 Wood Street, London EC2V 7AN**  [**Tricia.young@movingmindsalliance.org**](mailto:Tricia.young@movingmindsalliance.org)  **With a copy to Supply Chain UK:** [**Supply.chainuk@rescue.org**](mailto:Supply.chainuk@rescue.org)    **ATTENTION: quotations shall not be submitted to the above address but to the address for quotation submission as set out below.** |
| Bidder Eligibility | All. |
| Clarifications | Requests for clarification from bidders will not be accepted by any later than **[5PM, 19th April 2024]**  Responses to requests for clarification will be communicated to bidders’ email. |
| Quotation validity period | Quotations shall remain valid for acceptance by IRC-UK for **45 days** from the Deadline for Quotation Submission. |
| Quotation Currenc(ies) | Quotations shall be quoted in Great British Pounds (GBP) |
| Duties and Taxes | All quotations shall be submitted inclusive of VAT |
| Language of quotations | All quotations, information, documents, and correspondence exchanged between IRC-UK and the Bidders in relation to this RFP process shall be in English. |
| Deadline for Quotation Submission | All quotations must be submitted by **[5PM, 3rd May 2024]** |
| Quotation submission | **Quotations must be received at the e-mail:** [**supply.chainuk@rescue.org**](mailto:supply.chainuk@rescue.org) |

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| Evaluation method and criteria | Quotations shall be evaluated to determine the lowest price most technically acceptable offer. Evaluation shall be conducted as follows:   1. **Preliminary Examination.** The following eligibility and formal criteria will be reviewed for compliance:    * Bidder is eligible as defined in Instructions to Bidders, Article 3    * Completeness of the Quotation. All Returnable Bidding Forms and other documentation requested have been provided and are complete.    * Bidder accepts IRC Conflict of Interest and Supplier Code of Conduct    * **Qualifications of the Bidder** will be assessed as per below qualification criteria:   Bidder should be in continuous business of supplying similar services for the last one (1) year.   1. **Technical compliance of the offered goods/services.** The following technical criteria will be reviewed for compliance compared to IRC-UK requirements:    * Goods/services offered in the quotation are compliant compared to the requirements in Section III: Schedule of Requirements. 2. **Financial evaluation.** Quotations that are found to be technically acceptable shall be evaluated based on price and IRC-UK will award the contract as per the lowest priced and most technically acceptable offer.   At any time during the evaluation process IRC-UK may request clarification or further information in writing from Bidders. The Bidder’s responses shall not contain any changes regarding the substance, including the technical and financial part of their quotation. IRC-UK may use such information in interpreting and evaluating the  relevant quotation. |
| Partial quotations | Partial quotations shall not be allowed. Bidders must quote prices for the total goods and/or services for the total requirement requested under Section III: Schedule of Requirements. Evaluation will be done for the total requirement. |
| Alternative quotations | Alternative quotations are not accepted. |
| Documents comprising the Quotation | Bidders shall include the following documents in their quotation:   * Form A: Vendor information Form * Form B: IRC Conflict of Interest and Supplier Code of Conduct Form * A copy of valid company registration certificate |
| Contract term to be awarded | IRC-UK will sign a Two (2) years (24 month) agreement with a break clause after one (1) year (12 Month). |
| Award of Contract | IRC-UK plans to award the Contract by 20th May 24subject to agreeable terms. |

**Section II: Instructions to Bidders**

##### SCOPE OF QUOTATION

Bidders are invited to submit a quotation for the goods and/or services specified in Section III: Schedule of Requirements, in accordance with this RFP.

##### INTERPRETATION OF THE RFP

This RFP is an invitation to treat and shall not be construed as an offer capable of being accepted or as creating any contractual, other legal or restitutionary rights.

##### BIDDER ELIGIBILITY

Bidders may be a private, public or government-owned legal entity or any association with legal capacity to enter into a binding Contract with IRC-UK

A Bidder shall not have a conflict of interest. A bidder shall be considered to have a conflict of interest if:

* + A Bidder has a close business or family relationship with a IRC personnel who: (i) are directly or indirectly involved in the preparation of the bidding documents or specifications of the contract, and/or the bid evaluation process of such contract; or (ii) would be involved in the implementation or supervision of such contract;
  + A Bidder is associated, or has been associated in the past, directly or indirectly, with a firm or any of its affiliates which have been engaged by IRC-UK to provide consulting services for the preparation of the design, specifications, and other documents to be used for the procurement of the goods, services or works required in the present procurement process.
  + A Bidder has an interest in other bidders, including when they have common ownership and/or management. Bidders shall not submit more than one bid, except for alternative offers, if permitted. This will result in the disqualification of all bids in which the Bidder is involved. This includes situations where a firm is the Bidder in one bid and a sub-contractor on another; however, this does not limit the inclusion of a firm as a sub-contractor in more than one bid

.

Bidders must disclose any actual or potential conflict of interest in their submission and they shall be deemed ineligible for this procurement process unless such conflict of interest is resolved in a manner acceptable to IRC-UK. Failure to disclose any actual or potential conflict of interest may lead to the Bidder being disqualified from providing bids on future programs.

A Bidder shall not be eligible to submit a quotation when at the time of quotation submission, the Bidder:

* + is included in the Ineligibility list,
  + is currently suspended from doing business with IRC-UK and removed from its vendor database(s),

All Bidders are expected to embrace the principles of the IRC Conflict of Interest and Supplier Code of Conduct, given that it originates from the core values of the International Rescue Committee. IRC-UK also expects all its suppliers’ sub- contractors to adhere to the code of conduct.

##### CLARIFICATION OF THE RFP

Bidders may request clarification in relation to the RFP by submitting a written request to the contact stated in the **Section I: RFP Particulars**, until the time stated in **Section I: RFP Particulars**. Explanations or interpretations provided by personnel other than the named contact person will not be considered binding or official.

##### REMUNERATION FOR AND COSTS OF QUOTATIONS

Bidders shall not be entitled to any remuneration or compensation for the preparation and submission of their quotation.

##### QUOTATION CURRENC(IES)

The quotation shall be made in the currenc(ies) stated in **Section I: RFP Particulars**.

##### DUTIES AND TAXES

All quotations shall be submitted inclusive of any direct taxes and any other taxes and duties, unless otherwise specified in **Section I: RFP Particulars**.

##### PAYMENT TERMS

IRC-UK will ordinarily effect payment within 30 days after receipt of the goods/services and on submission of payment documentation.

##### ETHICS

IRC-UK requires that all Bidders observe the highest standard of ethics during the entire RFP process, as well as the duration of any Contract that may be signed as a result of this process. Therefore, all Bidders shall represent and warrant that they:

1. have not unduly obtained, or attempted to unduly obtain, any confidential information in connection with the RFP process and any Contract that may be signed as a result of this RFP process.
2. have no conflict of interest that would prevent them from entering into a Contract with IRC-UK and shall have no interest in other parties involved in this RFP process or in the project underlying this RFP process.
3. have not engaged, or attempted to engage corrupt practice, fraudulent practice, coercive practice, collusive practice, unethical practice, and obstruction.

# Section III: Schedule of Requirements

**Department background and strategy**

**Overview of the Moving Minds Alliance**

The MMA is a growing advocacy impact network and multi-stakeholder alliance hosted by the International Rescue Committee. Our goal is for all children and caregivers in crisis situations to have access to the power and resources to respond to their own self-identified needs and aspirations in an environment of dignity, equity and care, especially in situations of displacement, nationally and internationally. Specifically, MMA is working to ensure that children should have predictable access to a comprehensive package of high-quality early childhood development in emergencies (ECDiE) support, including all the components in the nurturing care framework.

MMA was established as a donor collaborative in 2016 and initially comprised a limited number of members collaborating to implement its first strategy (developed in 2020). In 2021, MMA evolved to become a multi-stakeholder initiative and currently comprises thirty-eight members. Members collaborate on joint workstreams intended to bring about consistent, significant change for young children in crisis situations. Actions largely focused on advocacy to influence policy makers, donors and those holding power within the humanitarian system to increase the funding and policy prioritization of ECDiE to ensure provision of nurturing care for children and caregivers in crisis[[1]](#footnote-1).

In 2023 MMA commissioned a detailed analysis of the humanitarian system to better understand the barriers and challenges to influencing change and to explore whether, on their own, the original advocacy priorities would be sufficient to bring about the desired outcomes. This led to the development of a [Theory of Change](https://docs.google.com/document/d/1TmLOClhf6S-Kl8Kdc-O1V4343YdHvYsd/edit?rtpof=true&sd=true#heading=h.vhhwyja3jnl8) which identified new leverage hypotheses and pathways to accelerate change. A summary of the Theory of Change and its underpinning assumptions can be found at Annex 2.

MMA operates within a crowded network ecosystem of regional and global early childhood development networks. Consequently, it has developed a dedicated workstream focused on movement building to enhance collaborative action between the networks to ensure that collective resources are leveraged for maximum impact.

To date, MMA’s strategic thinking has primarily focused on influencing and advocacy intended to influence systems change to deliver better outcomes for children and caregivers in crisis. Less attention has been paid to strengthening the internal network dynamics that drive these change processes. However, a consultation of Alliance members was completed at the end of 2023 early 2024[[2]](#footnote-2).

There is a need to synthesise, distil and crystallise the learning from the various strategy and consultation processes undertaken by MMA in 2023[[3]](#footnote-3), to inform the development of the new three-year strategic framework. The framework should clearly define MMA priorities for:

* The external changes it is seeking to influence and contribute to.
* Strengthening the MMA network.
* Enhancing its role within the global and regional ECD network ecosystem.
* Developing its brand and presence as a platform for MMA members in collaboration with local, national and community ECD actors.

Detail background of department, plans for projects/services

Project/Services Description & Requirements

1. **Purpose of the consultancy**

The purpose of the consultancy is to equip the MMA with a three-year strategic framework that will enable it to increase its impact as a global network (and a key actor within a global change movement) and contribute to systemic change for young children and caregivers affected by crises and emergencies. The consultancy must support MMA to define its priorities for action and ways of working. It must enable MMA to leverage its collective impact and network advantage to create a whole greater than the sum of the parts.

1. **Objectives of the consultancy:**

The consultancy should:

1. Build on (and fill the gaps in) existing global landscape analyses of the early childhood development field, including those undertaken by MMA and sector stakeholders.[[4]](#footnote-4)
2. Define the strategic priorities that will enable MMA to realise its potential as an advocacy impact network influencing global, regional and national stakeholders to invest in and prioritise ECDiE.
3. Identify and articulate the respective strengths of the various MMA members and stakeholders and determine MMA’s shared purpose, to enable MMA to leverage these strengths and distinctive areas of expertise to increase its impact.
4. Review the current membership to identify gaps.
5. Identify how MMA can ethically operationalize its commitment to localization, to ensure that the perspectives of local stakeholders reach policy makers and donors, whilst respecting and complementing the role of regional networks.
6. Review MMA’ structure and ways of working, considering the secretariat function of the Core Team and the membership’s activities.
7. Build on work to date to enable MMA to strengthen collaboration with key stakeholders across the global ECD network to enable it to leverage its unique and distinctive contribution for maximum impact.

This should be complemented by an external landscape analysis summarizing emergent trends in emergencies, crises alongside current (and potential) donor priorities, to ensure that MMA is well placed to adapt and remain relevant.

1. **Key outputs must include:**
2. Succinct landscape and trend analysis, relevant for MMA’s focus on early childhood development in emergencies.
3. A new three-year Strategy framework (2025 – 2027) which clearly defines:
   * MMA’s shared purpose as a global advocacy impact network
   * Strategic priorities

The framework should include recommendations on:

* + Strengthening the internal functioning of the MMA network, considering:
    - Ways of working and how MMA can enhance the engagement, active participation and experience of MMA members
    - How MMA can strategically develop its membership
  + Governance structures
  + Business development

The landscape and trend analysis should be no longer than 6 pages. The full strategy framework should be no longer than 12 pages and must be accompanied a succinct 4 page summary.

1. **Workshop design and delivery for the MMA annual meeting in Q4**

The Strategy framework should be completed over Q2 & Q3 so that it can be presented to MMA members at their three-day Annual Meeting in November 2024. The consultant / team will be expected to contribute to the design and delivery of the strategy-focused sessions of the annual meeting to support the core team to socialize the strategy.

1. **Approach**

The process will be in-part reflection, in-part strategy development, and in-part action planning. The approach should be streamlined, and designed to leverage and build upo the considerable strategic thinking already undertaken.

The consultancy team will work closely with – and be supported by MMA’s Director, Steering Committee and members of the MMA core team.

The development of the strategy framework must be informed by consultations with those closest to the issues to ensure that their perspectives inform MMA’s future strategic choices, including:

* Local agencies with expertise in providing ECDiE services and support; and / or
* Unaffiliated ECDiE professionals; and / or
* ECDiE expert through lived experience; and / or
* Caregivers, and where appropriate and feasible, children themselves

Ideally, these representatives will be derived from diverse contexts affected by crisis and displacement, including from across the Global South.

**Annex 2 – Theory of Change and its Underpinning Assumptions**

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The following are some of the general assumptions that are either implicit or were explicitly made in the development of MMA Theory of Change. For each assumption below, there is a brief explanation.

1. **The power, voice and role of children, caregivers and others affected by crisis is a critical source of power for changing the current approach of the system**. This is a critical assumption in the Theory of Change. It posits that authentic stories and narratives, especially where told by the story owner are powerful and can lead to change as is frequently seen in other movements and on other issues. Stories are elevated above other forms of ‘evidence’ as a more human way of relating issues and ones that are more likely to generate a personal connection and motivation for change.
2. **Parents and caregivers who are affected by displacement, conflict and crisis generally seek the best outcomes for their children and are critical in determining the level of care they receive.** This needs little explanation, but it is included as a counterweight to the argument that what is needed is ‘demand building’. This assumption recognizes that demand Already exists and that what is necessary is a venue for hearing and responding to demand rather than creating demand that reflects an external; parties expectations.
3. **Access to resources is a significant a limiting factor for local organisations and is a key driver of an agencies ‘capacity’**. Access to resources enables agencies to develop their own capacity in response to their context. This is also included as a counter weight to the prevailing assumption that local organisations need ‘capacity building’ (by someone else). Agencies need to be in charge of their own capacity development and the limiting factor to this is generally resources that are flexible enough to enable it to do so.
4. **sustainable, holistic and dignified scale needs to maximise use of local and existing resources to acheive greater scale**. In an environment of limited resources it make sense that all existing resources are used efficiently. Approaches that duplicate or undermine (as is frequently the case) are contrary to this and lead to significant efficiency which limits potential for addressing the needs of young children at the necessary scale.
5. **Successful, legitimate, lasting change will be driven from the ‘inside’ (Children - families - community - civil society) to the outside (agencies, organisations, bodies) and not the other way round[[5]](#footnote-5) and needs a legitimate constiuency of people with lived experience of the problem**

This statement is as opposed to a centralized, generic response which may not meet people’s needs. The inside out approach enables respondses to be driven by actual needs and recognizes the critical agency, experience and knowledge of affected people.

1. **Control and direction of resources by those with the most knowledge of the problem is a critical pre-requisite to change**. As per the above efficient, ethical and effective use of resources needs to be primarily driven by those with the contextual knowledge to do so, which needs to be recocgnised.
2. **Parental well-being is a pre-requisite for nurturing care**. All ECDiE programmes need to include a focus on parental wellbeing to make it much more likely that sustained impact over time is acheived. Without doing so the impact of programmes may be limited or unsustainable.
3. **Solidarity based systems provide a viable, child centered alternative to cluster based coordination and shifts relationships so that local structures are supported not displaced and are driven by affected people**. By ‘solidarity’ we mean systems that support what is there and not ones that replace or duplicate them. Current humanitarian coordination approaches tend to revolve around external or international partners and what they are able to supply. It is not unusual that international agencies ‘poach’ staff of national agencies. Coordination that placed the integrity of those local, national and community responders at the core and their ability to respond directly to the needs of crisis affected people would function inherently differently on a demand led basis that would be more likely to meet the needs of people in a resource efficient way.

**Section IV: Returnable Bidding Forms**

The following returnable forms are part of this RFP and must be completed and returned by bidders as part of their Quotation.

**Form A:**



**INTERNATIONAL RESCUE COMMITTEE**

**Supplier Information Form**

***The information provided will be used to evaluate the Company before contracting with the IRC.***

***Please complete all fields.***

**Fields marked (\*) are mandatory.**

**Vendor Information**

|  |  |
| --- | --- |
| \*Company\Organization Name  \*For individual consultants, provide legal first and last name |  |
| \*Any other names company is operating under (Acronyms, Abbreviations, Aliases) if any |  |
| \*Previous names of the company |  |
| \*Address |  |
| \*Website |  |
| \*Company Number |  |
| \*Phone/Fax Numbers | Phone: Fax: |
| \*Primary Contact | First Name: Last Name:  Phone Number: Email Address: |
| \*Email address of Accounts Receivable person or team |  |
| \*Number of Staff |  |
| Number of Locations |  |
| Avg. £ Value of Stock on Hand if applicable |  |
| \* Name(s), nationality and dates of birth of company owner(s), board of directors or CEO |  |
| \*Parent companies if any |  |
| \*Subsidiary or affiliate companies if any |  |

**Financial Information**

|  |  |
| --- | --- |
| \*Bank Name and Address |  |
| \*Name under which company is registered at bank | This field is mandatory if Wire Transfer is the selected payment method |
| \*Specify Standard Payment Terms (Net, 15, 30 days etc.) |  |
| \*Payment Method (select all that applies) | Payment By: Cheque Yes | No Wire Transfer Yes | No Cash Yes | No |
| \*Name under which company is registered at bank |  |
| \*Bank account number | This field is to be completed upon notification of awarding of order\contract |
| Routing Number | This field is to be completed upon notification of awarding of order\contract |
| Swift code (if applicable) | This field is to be completed upon notification of awarding of order\contract |

**Product/Service Information**

|  |  |
| --- | --- |
| List Range of Products/Services Offered |  |
| Basis for Pricing (Catalog, List, etc.) |  |

**Documentations as applicable:**

|  |  |
| --- | --- |
| \*Registration | Provided \_\_\_\_  Not provided: \_\_\_\_\_ Reasons: \_\_\_\_\_ |
| \*Tax ID (W9, Tax exempt certificate. etc.) | Provided \_\_\_\_ |
| US Vendors only  \*Do you require a Form 1099? | Yes\_\_\_\_ No\_\_\_\_ |

**References (optional)**

|  |  |
| --- | --- |
| Client Name: | Contact Name, Phone, Email Address: |
| Client Name: | Contact Name, Phone, Email Address: |
| Client Name: | Contact Name, Phone, Email Address: |

**Vendor Self-Certification of Eligibility**

Company certifies that:

1. They are not debarred, suspended, or otherwise precluded from participating in major donor (e.g., European Union, UK, European and United States Government, United Nations) competitive bid opportunities.
2. They are not bankrupt or being wound up, are having their affairs administered by the courts, have entered into arrangements with creditors, have suspended business activities, are 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.
3. They have not been convicted of an offense concerning their professional conduct.
4. They have not been guilty of grave professional misconduct proven by any means that the contracting authority can justify or been declared to be in serious breach of contract for failure to comply with their contractual obligations towards any contracts awarded in the normal course of business.
5. They have fulfilled obligations related to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which they are established or with those of the country where the contract is to be performed.
6. They have not been the subject of a judgment for fraud, corruption, involvement in a criminal organization or any other illegal activity.
7. They maintain high ethical and social operating standards, including:

* Working conditions and social rights: Avoidance of Child Labor, bondage, or forced labor; assurance of safe and reasonable working conditions; freedom of association; freedom from exploitation, abuse, and discrimination; protection of basic social rights of its employees and the IRC’s beneficiaries.
* Environmental aspects: Provision of goods and services with the least negative impact on the environment.
* Humanitarian neutrality: Endeavoring to ensure that activities do not render civilians more vulnerable to attack or bring unintended advantage to any military actors or other combatants.
* Transport and cargo: Not engaged in the illegal manufacture, supply, or transportation of weapons; not engaged in smuggling of drugs or people.

1. Company warrants that, to the best of its knowledge, no IRC employee, officer, consultant, or other party related to IRC has a financial interest in the Company’s business activities, nor is any IRC employee related to principals or owners of the company. Discovery of an undisclosed Conflict of Interest situation will result in immediate revocation of the Company’s Authorized Vendor status and disqualification of Company from participation in future IRC procurement.
2. Vendor hereby confirms that the organization is not conducting business under other names or alias’s that have not been declared to IRC.
3. Vendor herby confirms it does not engage in theft, corrupt practices, collusion, nepotism, bribery, or trade in illicit substances.

By signing the Vendor Information Form you certify that your Company is eligible to supply goods and services to major donor funded organizations and that all of the above statements are accurate and factual.

|  |
| --- |
| **Vendor Name:** |
| **Signature:** |
| **Title:** |
| **Print Name:** |
| **Date:** |

**Form B:**

****

**IRC Conflict of Interest and Supplier Code of Conduct**

Supplier hereby agrees that Supplier and Supplier’s employees and subcontractors, if any, shall abide by and follow all established written policies of IRC related to work conduct, including, but not limited to, The IRC Way: Standards for Professional Conduct (“The IRC Way”), the IRC’s code of conduct, and IRC’s Combating Trafficking in Persons Policy. The IRC Way provides three (3) core values - Integrity, Service, and Accountability – and twenty-two (22) specific undertakings. Supplier acknowledges that all IRC employees and independent contractors are expected to apply these core values and follow these undertakings in carrying out work on behalf of IRC. It is a point of pride for IRC to apply these behavioural standards in IRC’s everyday operations.

**Integrity - At IRC, we are open, honest and trustworthy in dealing with beneficiaries, partners, co-workers, donors, funders, and the communities we affect.**

* We work to build the trust of the communities in which we work and sustain the trust earned by our reputation in serving our beneficiaries.
* We recognize that our talented and dedicated staff are our greatest asset and we conduct ourselves in ways that reflect the highest standards of organizational and individual conduct.
* Throughout our work, IRC respects the dignity, values, history, religion, and culture of those we serve.
* We respect equally the rights of women and men and we do not support practices that undermine the human rights of anyone.
* We refrain from all practices that undermine the integrity of the organization including any form of exploitation, discrimination, harassment, retaliation or abuse of colleagues, beneficiaries, and the communities in which we work.
* We do not engage in theft, corrupt practices, nepotism, bribery, or trade in illicit substances.
* We accept funds and donations only from sources whose aims are consistent with our mission, objectives, and capacity, and which do not undermine our independence and identity.
* We support human rights consistent with the UN Universal Declaration of Human Rights and The Convention on the Rights of the Child.
* We rigorously enforce the UN Secretary General’s Bulletin on the Protection from Sexual Exploitation and Abuse of Beneficiaries.
* IRC recognizes its obligation of care for all IRC staff and assumes their loyalty and cooperation.

**Service - At IRC, our primary responsibility is to the people we serve.**

* As a guiding principle of our work, IRC encourages self–reliance and supports the right of people to fully participate in decisions that affect their lives.
* We create durable solutions and conditions that foster peace, stability and social, economic, and political development in communities where we work.
* We design programs to respond to beneficiaries’ needs including emergency relief, rehabilitation, and protection of human rights, post–conflict development, resettlement, and advocacy on their behalf.
* We seek to adopt best practices and evidence–based indicators that demonstrate the quality of our work.
* We endorse the Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief.

**Accountability - At IRC, we are accountable – individually and collectively – for our behaviours, actions and results.**

* We are accountable and transparent in our dealings with colleagues, beneficiaries, partners, donors, and the communities we affect.
* We strive to comply with the laws of the governing institutions where we work.
* We maintain and disseminate accurate financial information and information on our goals and activities to interested parties.
* We are responsible stewards of funds entrusted to our use.
* We integrate individual accountability of staff through the use of performance evaluations.
* We utilize the resources available to our organization in order to pursue our mission and strategic objectives in cost effective ways.
* We strive to eliminate waste and unnecessary expense, and to direct all possible resources to the people we serve

**Conflict of Interest**

* Supplier hereby warrants that, to the best of its knowledge, no IRC employee, officer, consultant or other party related to IRC has a financial interest in the Supplier’s business activities.
* Supplier herby warrants that, to the best of its knowledge, no IRC employee, officer, consultant or other party related to IRC has a family relationship with the supplier’s owners.
* Discovery of an undisclosed conflict of interest will result in immediate termination of any Agreement and disqualification of Supplier from participation in current and future IRC activities.
* Supplier hereby confirms that the organization is not conducting business under other names or alias’s that have not been declared to IRC.
* Supplier herby confirms it does not engage in theft, corrupt practices, collusion, nepotism, bribery, or trade in illicit substances.

**Supplier herby agrees to maintain high ethical and social standards:**

* Working conditions and social rights: Avoidance of child labor, bondage, or forced labor; assurance of safe and reasonable working conditions; freedom of association; freedom from exploitation, abuse, and discrimination; protection of basic social rights of its employees and IRC’s beneficiaries; prohibition of trafficking in persons.
* Environmental aspects: Provision of goods and services with the least negative impact on the environment.
* Humanitarian neutrality: Endeavoring to ensure that activities do not render civilians more vulnerable to attack or bring unintended advantage to any military actors or other combatants.
* Transport and cargo: Not engaged in the illegal manufacture, supply, or transportation of weapons; not engaged in smuggling of drugs or people.

If you believe that any IRC employee, volunteer, or intern is acting in a manner that is inconsistent with these Standards, please notify a supervisor or the confidential helpline Ethicspoint, www.ethicspoint.com or call Ethicspoint toll-free (866) 654-6461 in the U.S./call collect (503) 352-8177 outside the U.S. There will be no retaliation against any person who raises concerns that are based on good faith belief of improper conduct. An intentionally false report or a failure to report conduct that is known to violate these standards may result in disciplinary action.

By signing this statement supplier acknowledges any violation of the above IRC policies will result in immediate termination of any agreement in place and disqualification from participation in future IRC activities.

|  |
| --- |
| **Supplier Name:** |
| **Signature:** |
| **Title:** |
| **Print Name:** |
| **Date:** |

1. Targeted advocacy outcomes included: increased donor allocation of funding for children in crisis; influencing the architecture of the humanitarian system to become more child-centred; supporting the development of effective multi-stakeholder platforms to support governments on ECDiE financing and policies in Jordan, Lebanon and Uganda. MMA invested in the development of learning and evidence to ensure that its advocacy was supported by impactful data and information, including information about what appropriate care in crisis situations looks like; and enable humanitarian actors to share and learn from each other. [↑](#footnote-ref-1)
2. The new Director undertook member consultations to pay closer attention to the internal dynamics and relationships of the network itself. It is clear from these consultations that creative tensions have emerged across the membership as different organisations have aligned with – or been more resistant to – the emergent strategic direction. [↑](#footnote-ref-2)
3. Including the systems analysis and development of the systems map and subsequent theory of change. [↑](#footnote-ref-3)
4. An analysis was commissioned by ECDAN and Grand Challenges Canada. The report will be published shortly. [↑](#footnote-ref-4)
5. This is also different from ‘top down or bottom up’ which are both hierarchical models [↑](#footnote-ref-5)