

Një projekt i Agjencisë Zvicerane për  
Zhvillim dhe Bashkëpunim SDC



Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

Agjencia Zvicerane për Zhvillim  
dhe Bashkëpunim SDC

Zbatuar nga:



Save the Children



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Tirana 19 / 08 / 2020

## TERMS OF REFERENCE

(TOR) 2020/030

**Assignment Title: Development and implementation of 4 (four) web-based digital tools for the needs of the project “Shkollat për Shëndetin” (“Schools for Health”)**

As of March 1, 2020, Save the Children has started the implementation of a Swiss Agency for Development and Cooperation (SDC) project: “Shkollat për Shëndetin” (“Schools for Health”) in Albania.

### **Background Information on Save the Children**

*Save the Children* is an independent child rights organisation working globally. Save the Children's Office in Albania runs a long-term development programme and has established a high profile and sound reputation in child rights issues, particularly in the following thematic priority areas: Education, Child Protection, Child Rights Governance and Health.

Save the Children in Albania focuses its work on capacity building and strengthening of services for children and the creation of a policy and legislative environment which responds to key child rights issues in the country. To achieve our tasks, we primarily work with and through partners like non-governmental organizations (local and international), UN and the Government. This ensures that the rights of the greatest number of children are met in the best possible way. We constantly monitor and evaluate all projects to ensure quality in our work.

Save the Children is establishing and strengthening structures and mechanisms which monitor and advocate for children's rights, promote ways to protect children from all forms of exploitation and violence and also empower and support children to meaningfully increase their participation in school life and beyond and be advocate of their rights and influence decisions that bring about changes in their future lives.

## **Background of the project**

The overarching goal of the project is to reduce the exposure to the major risk factors for Non-Communicable Diseases (NCD) in the Albanian population in general, but with a particular focus on schoolchildren. The project will promote positive behavioural changes among all primary schoolchildren in Albania in order for them, their respective families and communities at large to engage in healthy lifestyle practices including healthy nutritional practices, physical activity, and no use of smoking, alcohol consumption or drugs, as well as promotion of other healthy behaviours/lifestyles. This 9-year project consists of the Inception Phase (12 months), the Main Phase (4 years), and a Follow-up Phase (4 years).

*For the Inception Phase*, the main goal is to develop a structured and clear-cut implementation approach that will guide the intervention of the main phase with regard to achieving the ultimate goal of the project: that is to reduce the exposure to the major risk factors for NCD among Albanian children and their families, thereby promoting healthy behaviours in the overall population. The project covers all schools in the 9-year system in Albania.

## **Key stakeholders and project components relevant to this project:**

Within the framework of this project, the working group has used the definition according to which a stakeholder is *"an individual, group, or organization (public or private institution) that may affect, influence or perceive itself as being influenced by a decision, action or result of the project"*.

Main stakeholders whose roles and interactions are crucial for the success of the project are:

- **Institutional level:** Ministry of Health and Social Protection; Ministry of Education, Sport and Youth; Ministry of Agriculture and Rural Development and their subordinate institutions; Local government (Municipalities); Regional Directorates of Pre-university Education.

*These are the responsible authority for health and education issues, evaluation of initiatives and implementation of projects related to schools.*

- **Swiss Agency for Development and Cooperation (SDC):** Engaged in the area of health, the fight against communicable and non-communicable diseases, by promoting healthy lifestyles via a community-based approach for non-communicable diseases; providing financial support for preventive care, treatment and the development of new medicines and diagnostic tools for communicable diseases.
- **Save the Children (Project Team) –** One of the key-partners of Switzerland in Albania, Swiss NGO, which runs a long-term development programme and has established a high profile and sound reputation in child rights issues, particularly in the following thematic priority areas: Education, Child Protection, Child Rights Governance and Health.
- **The Contractor:** According to the ToR the four main responsibilities of the consultant which are further detailed into concrete tasks are:
  - GIS: geographic information system
  - Online collaboration tool for stakeholders
  - Information sharing channels between stakeholders
  - Social digital marketing survey.

*The contractor shall manage the project (from planning until completion), preparing plans and proposals, ensuring services' quality and standards, facilitating communication and interface,*

*stakeholder engagement & management, implementing project activities, supporting project team, reporting to Save the Children.*

- **Other institutional stakeholders:** There are a number of other institutional stakeholders that impact or are impacted by the proposed project. In relation to these institutions is important to ensure:
  - Engagement and consultation during the project development phase;
  - Ownership during project implementation regarding components under their responsibility;
  - Collaboration and integration with other project stakeholders to ensure alignment and achievement of project goals and objectives.

### **General purpose of the service tendered**

Save the Children is looking for a company to produce the information and communication technology (ICT) tools to fulfil the needs of the project “*Shkollat për Shëndetin*” (“*Schools for Health*”).

The Contractor will develop ICT tools needed for this project that should deliver all services and data as requested.

Methodology and technology used to achieve this solution have to be state of the art, widely accepted.

During the project execution phase the mobilization of project team from the Contractor will be done, as well as familiarization with the activities, outputs and results of all related, preceding and ongoing projects/solutions as with other relevant documents. Meetings with Save the Children representatives, in the framework of the project “*Shkollat për Shëndetin*” (“*Schools for Health*”), will be organized in order to gather initial information, discuss ToR and unclear requirements, and define priorities in the project plan.

### **General description of the objectives of the Digital Tools to be developed**

The project “*Shkollat për Shëndetin*” (“*Schools for Health*”) aims to employ several digital (online) tools eventually supported by the same platform which needs to be developed in the Main Phase of the project, with the following objectives:

- To ensure a wide reach and eventually national coverage, at least for the baseline assessment of all schools, which is very important for informing decision-making and prioritization of main phase activities;
- To ensure timely and effective information exchange with beneficiaries, schools, and all relevant stakeholders at national and local level;
- To administer different types of surveys and apply a wide range of data collection instruments;
- To ensure direct participation and contribution of beneficiaries, schools and all institutions involved in project activities;
- To enable prompt feedback and valuable insights from all concerned parties and project beneficiaries;
- To monitor the timely and effective implementation of project activities.
- The expected benefits of employment of digital tools are not intended to pose additional burden or exert control over schools or other institutions.

The specific 6 digital tools required are listed under the deliverables below.

### **Project scope definition**

- The main purpose of the tender is to select a contractor for the project “Development and Delivery of the Digital Tools for the for the needs of the project “Shkollat për Shëndetin” (“Schools for Health”)”
- The main purpose of the project execution is to develop four digital tools: (1) GIS: geographic information system (for mapping and digitalization of all 9-year schools in Albania). (2) Online collaboration tool for stakeholders, (3) Information sharing channels between stakeholders, (4) Social digital marketing survey.
- The winning Contractor shall within the agreed amount and timeframe, deliver the digital tools.
- The delivery of the digital tools shall be regarded completed when it is demonstrated that the system covers the specified functionalities.
- The Contractor shall guide the implementation of the four digital tools.
- The contractor must guarantee that the ICT tools are hostable to National Agency for Information Society (NAIS), according to national standards.
- The contractor must guarantee the awareness of the actors, through the engagement of domain experts by offering capacity building in a short time.
- The Contractor shall prepare necessary manuals for the operation.
- The Contractor shall provide training to the staff of Regional Directorates of Pre-university Education (RDPE).
- The Contractor shall also provide training to the other staff if needed, respectively school directors and teachers, pupils and to the community.
- The Contractor in the technical proposal should provide categories of data to be collected from digital tools, data respectively associated with the pupil and his/her health, data concerning teachers, schools.
- **The new tools shall be delivered as a set of independent and essential components. The implementation of the new tools shall be harmonised with the e-Government framework of Albania.**

Project scope is defined as developing the ICT Tools through which data analysis for the project will be generated. Also, the project scope can be defined as the “**Development and implementation of 4 (four) web based digital tools**”, through: *(i) the development of analytical tool to analyse the data sets and produce dashboards and reports to support the project with information and (ii) visualisation of the information through the web maps of GIS Tool.*

### **Principles and prerequisites**

- The contractor should make sure that all tools that require hosting will ensure compliance with current national developments and also sustainability of use and application beyond the scope and timeline of the Project. In all cases, this issue should be agreed by the Project Team with the Government of Albania (GoA) and, eventually, all the relevant national institutions can use this as part of national policies and related instruments.
- The Contractor should make sure that domain expertise will be available for the design and implementation of the digital tools. The planning, design, development and implementation of all digital tools will be done in collaboration with national/local counterparts. The

involvement of government institutions also is very important for the project to provide needed data of educational institutions, as their location, in order to achieve the objectives of the project in time.

- The contractor should use available GIS layers from government institutions (ASIG, etc.) and adding additional information layers as per the thematic requirements of the project.
- The most important contribution of digital tools is its potential reach. Whereas traditional methods of supervision, training, teaching, distribution of information materials, etc. have their limitations related to cost of preparation, logistics of distribution and delivery, costs of attendance (in case of training), etc., the digital tools overcome this limitation.

### Key milestones planned

The contractor should propose a staged approach to the assignment and submit a detailed work plan with activities and milestone, specifying the products to be delivered by stages.

### Timeline

Indicative assignment dates: September 2020 – October 2020.

A possible timeline on the service implementation can be as per the following:

No.	September - October 2020			
	9/22/2020	9/28/2020	10/5/2020	10/12/2020
1	GIS			
2		Information sharing channels between stakeholders		
3		Online collaboration tool for stakeholders		
4			Social digital marketing survey	
5	Follow-up			

### DELIVERABLES

The main outcomes of the company will consist of the following:

- **Four deliverables:**
  - GIS: geographic information system (for mapping and digitalization of all 9-year schools in Albania).
  - Online collaboration tool for stakeholders.
  - Information sharing channels between stakeholders.
  - Social digital marketing survey.

***Important aspects to consider for the development of the above listed digital tools:***

- 1. GIS: geographic information system (for mapping and digitalization of all 9-year schools in Albania).**

This tool will be used to visualize information obtained from data processed by other tools in the framework of the project “Shkollat për Shëndetin” (“Schools for Health”), as well as using the layers provided by relevant institutions for geospatial information for all 9-year schools in Albania. The use of these layers will guarantee compliance with the standards required by the Albanian government and will provide interaction with other platforms as needed.

**a. Specific Overall System Requirements**

Since this tool will be public, downtime must be minimal or completely avoided. In case of system failure there should be a procedure describing how to restore the whole system to a working state. Weekly backups of data repositories will assure that data loss are minimal. Contractor will prepare a disaster recovery manual, which has to be used in emergencies.

Regarding the security, the core component **is Access Management Module**. It should handle all the authentication and authorization tasks used by individual components. Since there are several components with built-in security module, AM will be used as an entry point. The most important this is that access to each individual component should be made through a AM.

Monitoring of the whole system and each individual component is also a very important functionality. It should provide a useful statistical data for past period, but can also to be used for problem detecting and solving. User will compose a list of required reports together with desired structure. The Contractor is also free to propose additional suggestions.

**b. General Requirements Setup and Administration Map and Imagery Network Service Component**

Feature class tool and importing tool are the main components for adding and editing spatial data shown on map viewer and available through network services.

**c. Requirements map browser**

All spatial data shown on map viewer and available through network services should be in official projected coordinate system and should support other, widely used coordinate systems.

**d. Requirements to Access Management Component**

As stated before, AM module should be the core security component. Administrator must be able to add, edit and delete users one-by-one, but there also has to be possibility to insert new users by importing details from file. Bulk import and export of users will simplify the process for migrating users from one system to another. Contractor will define the file structure for this functionality.

**e. Requirements to all documentation**

All output documentation must be in Albanian language. Beneficiary and Contractor agreed that project documentation which will be used only by parties involved in this project can be in English only (minutes of meeting, Inception report, Progress Report, Functional Specifications, etc.), while other documentation (manuals, etc.) has to be written in Albanian and English language.

#### f. Infrastructure, administration and configuration

Infrastructure, administration and configuration tasks group consists of the following tasks:

- AM component
  - Services
    - Single sign-on, Single sign-off, Retrieval of list of rights, checking if the users are authenticated/authorized
  - Modules
    - Users management
      - Registration
      - Import and export of user information (CSV and XML format)
      - Management of user groups
    - Sessions management
      - User sessions info
      - Configuration of session time limit
    - Sessions and users' statistics
      - Reports and statistics for users, groups and roles. Reports support in csv, xml, xls(xlsx), pdf formats

#### g. Web clients

Web client's tasks group consists of the following tasks:

- Modules
  - CMS
    - CMS UI and UX design
    - Development of CMS web client
    - Development and customization of CMS administration
  - Map viewer
    - Navigation
    - Selection and information
    - Printing
      - Store map image in JPG and/or clipboard
      - Printing of current map with temporary selection and information
    - Other features
      - Download of selected data and predefined sets
      - Search

## 2. Online collaboration tool for stakeholders.

Collaboration is the new normal in the workplace, with stakeholders no longer expected to work cut off from one another. This focus on collaboration should mean improved efficiency and increased productivity, but can only be achieved if we have the best online collaboration tools in the first place. The contracted company should develop a platform for communication, accessible not just from a desktop computer but also mobile devices, such as cell phones. This way all stakeholders can keep in contact all the time through Unified Communications, allowing people to better understand each other. Above all, everything should be clear, easy to understand, simply to use and reduce misunderstandings. Every stakeholder should be empowered to be able to speak to the right person, wherever they are in the company, to address the same problem. And then solve that problem within an acceptable workflow.

### **3. Information sharing channels between stakeholders.**

The contracted company will be responsible for the development of a web-based platform that will provide main stakeholders as teachers, parents, pupils, and the community with a single access point to information. A web portal will be used to provide the user such as teachers, parents, pupils, and the community with needed information.

This web-based platform can be a cloud-based collaboration platform that aims to help teachers, parents, pupils, and the community search for information to do their jobs by connecting people with information and knowledge. This tool must deliver content management and social collaboration features in a web application.

This digital tool will be used to find and follow internal experts, create and post content, search and browse interesting topics and ask and answer questions.

This solution can rely on popular, known Content Management Systems, which must support various content types including video, PDF files, PowerPoint presentations, screen captures and more.

It will be considered an advantage, if the web-based platform can be customized a mobile app, which can be physically on the device being used. This means that that Mobile App can potentially be used off-line and then the data can be synced, uploaded, or updated when a connection becomes available.

### **4. Social digital marketing survey.**

The scope of the digital marketing assessment will be to determine key words, search patterns, etc. that are used by young people and parents when accessing internet for the purpose of obtaining information related to NCD and NCD prevention. The digital marketing assessment will strongly rely on Google and social media analytics and also on the data collected from surveys that will be used other digital tools, in the framework of the project "Shkollat për Shëndetin" ("Schools for Health") .

## **ASSESSMENT**

The tenders will be evaluated based on the technical proposal (40 points), key staff available (20 points) and financial proposal (40 points), with a maximum of 100 points.

### **Exclusion criteria**

Tenderers shall be excluded from participating in the tender procedure if they:

1. Have been sentenced by final judgment on one or more of the following charges: participation in a criminal organisation, corruption, fraud, money laundering;
2. Are in a situation of bankruptcy, liquidation, termination of activity, insolvency or arrangement with creditors or any like situation arising from a procedure of the same kind, or are subject to a procedure of the same kind;
3. Have received a judgment with res judicata force, finding an offence that affects their

- professional integrity or serious professional misconduct;
4. Do not comply with their obligations as regards payment of social security contributions, taxes and dues, according to the statutory provisions of their country of incorporation, establishment or residence.

Save the Children reserves the right to ask tenderers, at a later stage, to supply the following supporting documents:

- An extract from the record of convictions or failing that or equivalent document issued by the competent judicial or administrative authority of the country of incorporation, indicating that the first three requirements listed above under “exclusion criteria” are met.
- A certificate issued by the competent authority of the country of incorporation indicating that the fourth requirement is met.

### **Eligibility criteria**

Tenderers shall demonstrate that they fulfil the following criteria:

- Be legally registered company.
- Must have a yearly turnover of the last two financial years above EUR 500.000; this criterion applies to the tenderer as a whole, i.e. the combined capacity of all members of a group in case of a joint tender.
- Must have experience with designing and implementation of Information Systems, proving a successful experience working in similar projects in Albania in the last five years.
- Must have experience with GIS systems, proving a successful experience working in similar projects with GIS based systems for government institutions in Albania in the last five years.
- Must be able to provide domain expertise through domain experts (at least one domain expert for Regional Directorates of Pre-university Education)
- Must prove understanding of practice and working standards local government units in Albania, through successfully implemented similar projects.
- Must prove human resources organizational capacity, having at least **10 employees**.

**Award Criteria for Technical proposal (40 points in total):**

No	Criteria	Points
1	Technical proposal / plan of activities and milestones	10
2	Domain Expertise proposed, proved through CVs of experts and submitted sample forms for the tools	5
3	Minimum required: Capable and experienced management carrying out scopes of work of similar size and complexity in projects for local government units.	4
4	Minimum required: Previous experience in designing and implementation of Information Systems	4
5	Minimum required: Proven experience with implementation of similar projects at NAIS (AKSHI).	4
6	Previous experience working preferably with online systems or different types of digital tools in GIS field, in the last five years will be an advantage.	2
7	Having customer references for successful implementation of similar projects	2
8	Able to provide domain expertise through domain experts (at least one domain expert for Regional Directorates of Pre-university Education)	2
9	Capable and experienced management carrying out similar scopes of work complexity in projects financed by international donors will be considered an advantage	2
10	Standard Quality Management System, proved with ISO 9001/2015 or later certification.	1
11	Standard Information Security System, proved with ISO 27001/2013 or later certification.	1
12	Standard Occupational Health and Safety Management System, proved with ISO 18001/2007 or later certification.	1
13	Standard Societal security — Business continuity management systems — Requirements proved with ISO 22301/2012 or later certification.	1
14	Information technology — Service management — Part 1: Service management system requirements proved with ISO 20000-1/2011 or later certification.	1

**Award Criteria for List of Key Professional Positions whose CV and experience would be evaluated (20 points):**

The Contracted Company will provide a team of unique experts with extensive experience in designing and implementing Software Systems to satisfactory and timely deliver the expected outputs.

The members of the team of experts should be full-time employees of the Contracted Company, at least for three months, with the profiles listed below:

No	Position	Key qualification	Experience	Evaluation Points: 20
1	Project Manager	Degree in Computer Sciences or similar fields.	At least 10 years of experience on the field.  Valid Project Management certificate (PMP, Prince or equivalent)	4
2	System Engineers (min. required 4)	Degree in Computer Engineering or a diploma in a computer-related discipline.	At least 10 years of experience on the field.  Proficient in data architecture and programming.	4
3	Network Security Engineers (min. required 2)	Degree in Computer Sciences or similar fields.	Minimum 5 years of working experience in the field.  CCNA, CCNP, CCDA, or other certification that validates the skills for network management and security.	2
4	GIS experts (min. required 2)	University Degree in a discipline such as Computer Science, Geography, Engineering, Economy or similar.  GIS skills certification (by ESRI or equivalent)	Minimum 5 years of experience in the field  Certified GIS knowledge.	4
5	Software Developers (min. required 2)	Degree in Computer Sciences or similar fields.  Software Development Certifications are an advantage.	Minimum 5 years of experience as Software Developer  Knowledge of the software development life-cycle.  Ability to develop unit testing of code	4

			<p>components or complete applications.</p> <p>Must be a full-stack developer and understand concepts of software engineering.</p> <p>Experience working on a variety of software development projects</p> <p>Deep programming language knowledge.</p>	
6	Database Administrator (min. required 1)	Degree in Computer Science or similar.	<p>Minimum 5 years of experience in the field.</p> <p>Proved Experience in managing geo databases.</p>	2

**The following domain experts can be employees of the company or made part of the team by the company for the implementation of the project:**

*\*These additional consultants should be contracted by the company and should be included in the financial proposal.*

*\*\*These domain experts (respectively in the field of health and education) are required to evaluate the necessary categories of information for the population of the database, as well as to provide the appropriate expertise in generating reports from the tools to be developed. Also, these experts can give their recommendations more effectively only if they interact continuously with the project team or if they be part of the project team, throughout the implementation of the four digital tools.*

<b>Position</b>	<b>Key qualification</b>	<b>Experience</b>
Pre-university education level experts  (min. required 4 experts, 1 per Regional Directory of Pre-University Education)	Degree in Educational Sciences.  Master of Sciences diploma in Educational Sciences, or related fields.	Expertise in pre-university education levels in national level.
Public Health Expert  (min. required 2 experts)	Degree in Public Health or similar fields.  Advanced studies such as PHD in Public Health is an advantage.	Management expertise to foster technical and programmatic developments  Health Protection Issues  Expertise in research methodology implementation  Expertise in Public Health

**Financial Proposal evaluation (40 points):**

1. Breakdown costs into clear activities and components with units and quantities specified (20 points).
2. Value of the service is appropriate for the completion of the Terms of Reference (20 points).

• **Evaluation of the offers**

All the qualifying offers will be evaluated by an (internal) evaluation committee based on the following criteria:

<b>Item</b>	<b>Description</b>	<b>Points</b>
Technical proposal	Adequacy of the profile of the organization; Capacity to meet the prescribed deadlines; Capacity to interact with other systems and scope for the future development	40

CV of the applicant	Adequacy of the CVs of proposed staff	20
Financial proposal	Level of consultancy fees <u>will be accepted in ALL with all taxes included.</u>	40

• **Submission of application**

1. Item	Description
1	* <u>Cover letter</u> with original signature (including address, website, focal person if additional info is required)
2	* <u>Business Licenses – Registration Papers, Tax Payment Certification, etc.</u> <u>Balance sheet for the last 2 years</u>
3	<p>The Contractor must have procedures and rules in order to guarantee the quality of project management and confidential information, which will possess during project implementation. To meet this demand, the Supplier must be certified for:</p> <ul style="list-style-type: none"> <li>○ ISO 27001 2013 Certificate of Conformity for Information Security Management (research, design, development, production, integration, installation, customization and maintenance of computer software and automated information system. Consultancy and training services.)</li> <li>○ ISO 9001 2015 Certificate of Conformity for Quality Management System (research, design, development, production, integration, installation, customization and maintenance of computer software and automated information system. Consultancy and training services.)</li> <li>○ ISO 20000-1 2011 Information technology (design, transition, delivery and improvement of services that fulfil service requirements and provide value for both the customer and the service provider)</li> <li>○ ISO 18001 2007 Certificate of Conformity for Occupational Health and Safety Management System (identify, control and decrease the risks associated with health and safety)</li> <li>○ ISO 22301 2012 Standard Societal security — Business continuity management systems (plan, establish, implement, operate, monitor, review, maintain and continually improve a documented management system to protect against, reduce the likelihood of occurrence, prepare for, respond to, and recover from disruptive incidents when they arise)</li> </ul> <p>*Patent Registrations (optional).</p>
4	List of thematically and geographically relevant projects implemented in the last 5 years (CV of the company). Indicate please the number of experts of your organization involved in each mandate.

5	<u>*CVs and IDs of the proposed experts (10 minimum)</u>
6	Technical proposal including: <ul style="list-style-type: none"><li>- a detailed list of activities proposed and the respective deliverables;</li><li>- work methodology;</li><li>- data categories.</li></ul>
6	Financial Proposal: daily fee of the proposed experts (all taxes included), differentiating between senior experts and junior experts. In addition, costs for travel, accommodation and per diems.

- **Timetable of the procurement**

Date	Activity
<b>Launching/Publication</b>	
<b>20/08/20</b>	<b>Call Publication</b>
<b>17/09/20</b>	<b>Deadline for submission</b>
<b>21/09/20</b>	<b>Decision by internal committee</b>
<b>22/09/20</b>	<b>Contracting and start of work</b>

- **Administrative aspects**

Applicants can submit questions to: [info.albania@savethechildren.org](mailto:info.albania@savethechildren.org) within 17/09/20. Kindly allow 2 (two) working days for the reply.

The offer shall be submitted in English in a sealed envelope. **Financial offer should be submitted in a separate envelope. On each envelope should be written in a clear way the full name of the tender you are applying to.**

Address: The complete offer is to be submitted to the following address:

Please do not open

Save the Children Albania country office  
 Street. "Komuna e Parisit", Lagjia 8,  
 Building 1 Maji, Vila "Lami"; P.O. Box 8185  
 Tel: +355 4 2261840 / +355 4 2261929 / +355 4 2266227  
 Fax: +355 4 2263 428

E-mail: [info.albania@savethechildren.org](mailto:info.albania@savethechildren.org)

Late submissions: Bids submitted too late cannot be taken into consideration. They will not be opened and will be destroyed.

Award decision: All bidders will be informed in writing of the award decision.

- **Conditions**

- The rates to be offered will be accepted in ALL with all taxes included. This includes VAT claims and overhead costs, but not reimbursable costs (accommodation, transport and per diem). Costs for travel, accommodation and per diem are regulated in the Annex to the contracts based on internal rules of SDC. The rates are fixed and do not change, despite of the tax system changes.

- The budget allocation for this service is up to 17,000,000 ALL (seventeen million Lekë).
- A Conflict of Interest arises where an SCI staff member has a private or personal interest which may compromise, or could be perceived to compromise, their ability to do their job. Conflicts may be of a personal, financial or political nature. Suppliers who may have a potential conflict of interest with Procurement Process or other staff members working in SCI shall be subject for disqualifying. All parties who were directly or indirectly involved in preparing the TOR shall be deemed to be in a conflict of interest and ineligible to bid”
- There is no appeal or reconsideration procedure foreseen and the decision by the evaluation committee (and/ or SDC) is final.
- An important evaluation criterion is the quality and adequacy of the proposed experts. The experts proposed by a bidder must be effectively available for the implementation of the mandate. The unavailability of the proposed experts is a rightful reason for not going into project agreement with a bidder.
- Save the Children Child Safeguarding Policy: As a condition of entering into a consultancy agreement, the individual/s or agency must sign Save the Children International Child Safeguarding Policy and abide by the terms and conditions thereof.

- **Confidentiality**

All information of any kind that comes to the attention of the bidder in connection with the tendered mandate of the awarding authority is to be treated as confidential. The content of the present tender may only be made available to persons taking part in the preparation of the bid.

The tender documentation may not be used for any other purposes than preparation of the bid, even in extracts.

Bidders treat facts as confidential that are not public knowledge or publicly available. In cases of doubt, facts are to be treated as confidential. This obligation to secrecy remains valid even after conclusion of the tender procedure.

The awarding authority undertakes to maintain confidentiality about this bid towards third parties subject to the reserve of statutory publication requirements.

- **Integrity**

Bidders undertake all necessary measures to avoid corruption, especially not to offer or accept payments or other advantages.

The bidder notes that a violation of the integrity clause leads as a rule to the cancellation of the award or to early termination of the contract by the contracting authority for important reasons.

The Parties shall inform each other in case of any well-founded suspicions of corruption.

**Appendices:**

SCI Code of Conduct

SCI Fraud Bribery & Corruption Policy

SCI Child Safeguarding Policy

<b>Policy Title:</b>	Code of Conduct
<b>Version:</b>	1.0
<b>Approved Date:</b>	29 <sup>th</sup> January 2014
<b>Approved by:</b>	Madalyn Brooks, Chief of People Officer
<b>Author:</b>	Joan Coyle, HR Director
<b>Review Date:</b>	29 <sup>th</sup> July 2017

## SECTION I

### I.1 POLICY STATEMENT

This policy - the Code of Conduct - applies to Save the Children International (SCI) employees, trustees, volunteers, interns, trainees, contractors and consultants and others who represent our organisation. The policy applies to us 24/7, 365 days a year, and is as relevant and applicable to our personal life as it is to our professional life. For this reason, all those who work for SCI or who represent the organisation in any capacity are required to sign a declaration confirming that they have read and understood the Code of Conduct and agree to comply with the requirements of the Code at all times.

- SCI is a rights based organisation. Those who work for SCI, in whatever capacity, endorse the concept of human rights in general and children's rights in particular, and commit to respecting those rights in all our decisions and actions.
- SCI's work is based on deeply held values and principles. It is essential that our commitment to children's rights and humanitarian principles is supported and demonstrated by all employees and other representatives. If any of us fails to act in a way that is consistent with our values and principles, we fail as an organisation.
- Our ability to achieve our aims, often in complex and insecure environments, is linked to our reputation. This reputation relies heavily on everyone who works for us upholding and promoting high standards of conduct. Working for SCI means you are accepting a special responsibility for safeguarding human rights in general and children's rights in particular.
- The basic values of SCI require that we observe the laws, customs and traditions of countries worked in or visited. In cases where such laws, customs or traditions contravene the UN Convention on the Rights of the Child and/or the Universal Declaration of Human Rights, these latter two shall prevail. They are founded on the conviction that all children and adults are of equal value, children have special rights and everyone has a responsibility to uphold those rights.
- If you are a manager, you have a particular responsibility to set a good example; and to create a working environment that supports employees and other representatives in upholding these standards and that helps you to manage behaviour that breaches the Code of Conduct.
- With this common rights perspective, we strive for exemplary behaviour and the realisation of effective and reliable work for children's rights. We consider that it is of the utmost importance to ensure that

all resources are used in an appropriate and effective way, be they personal or economic resources, and that they are used for the means for which they are designated.

- In order to make this Code of Conduct come alive within Save the Children, we must not only apply it individually but also be ready to bring to the attention of relevant senior managers within SCI any potential incident, abuse or concern that we witness or of which we are made aware.

## SECTION 2

### 2.1 PRINCIPLES

The Code of Conduct requires that all those who work for SCI, in whatever capacity, sign up to and adhere to the principles set out in the statement below:

#### **1. I will respect others:**

- I will respect the basic rights of all human beings, regardless of gender, disability, ethnicity, religion, caste, language, HIV status and other aspects of identity. I will act fairly, honestly and tactfully in order to treat people with dignity and respect.
- I will not take part in any form of discrimination, harassment, or abuse (physical, sexual or verbal), intimidation or exploitation, or in any other way infringe the rights of others.

#### **2. I will work actively to safeguard children:**

By carrying out my special responsibility for children to whom SCI has a duty of care and by creating a safe environment for children in order to prevent their physical, sexual or emotional abuse or neglect.

I will:

- Comply with all relevant policies and procedures
- Attend all required training
- Report any concerns about the welfare of a child or the behaviour of an adult

I will not:

- act in any way that breaches SCI's Child Safeguarding Policy and procedures or in any way places children at risk of harm;
- Withhold information about any current criminal convictions, charges or civil proceedings relating to child abuse, either when I join SCI or arising during my time of employment with SCI or during the period in which I am representing SCI in any capacity.

#### **3. I will maintain high standards of personal and professional conduct:**

By striving for high standards in my work, taking responsibility for my actions and not abusing my position of power as a representative of SCI. I will not behave in a way that undermines my ability to do my job or is likely to bring SCI into disrepute.

I will not:

- engage in sexual relations with anyone under the age of 18, or abuse or exploit a child in any way

- exchange money, employment, goods or services for sexual favours or engage in any form of sexual exploitation
- drink alcohol or use any other substances in a way that affects my ability to carry out my role or affects the reputation of the organisation
- be in possession of, nor profit from the sale of, illegal goods or substances
- ask for or invite any personal payment, service or favour from others, especially beneficiaries, in return for our help, support, goods or services of any kind
- accept bribes or significant gifts (except small tokens of appreciation) from governments, beneficiaries, donors, suppliers or others which have been offered as a result of my employment or other representational role with SCI
- enter into any sort of business relationship on behalf of Save the Children with family, friends or other personal/professional contacts for the supply of any goods or services to SCI or any employment related matters without authorisation.
- view, download, create or distribute inappropriate material, such as pornography, on SCI computer/systems, or any other computer systems, including my own personal property.

**4. I will seek to protect the safety and wellbeing of myself and others:**

- By being aware of and complying with local SCI health & safety and security policies and practices and highlighting any areas of concern to management.
- I will not behave in a way that causes unnecessary risk to myself or others.

**5. I will protect Save the Children’s Assets and Resources:**

- By handling our financial and other resources carefully, ensuring that SCI’s resources are not mis-used and protecting them from theft, fraud and damage.
- I will not release to others any private and confidential information relating to SCI (or for which we are responsible) unless legally required to do so.

**6. I will report any incident or concern that relates to, or may relate to, a breach of this Code of Conduct.**

- I recognise that in order to realise our ambitious goals for children, SCI must effectively report and respond to any fraud, misconduct or wrongdoing by our employees and representatives; and that employees/representatives are therefore expected to raise any concerns they may have about the conduct of others or the way we operate as an organisation.
- Therefore I **will** raise any matter that I believe are in breach of – or may be in breach of - the Code of Conduct through the appropriate channels.

## SECTION 3

### 3.1 SUPPORTING/RELATED DOCUMENTATION

Links to Supporting Documentation	
I.	UN Convention on the Rights of the Child UN Declaration of Human Rights

	UN Secretary-General's Bulletin on the Prevention of Sexual Exploitation and Abuse
2.	SCI Child Safeguarding Policy
3.	SCI Whistleblowing Policy
4.	SCI Disciplinary Policy
5.	Personal Declaration form

# SCI POLICY: FRAUD, BRIBERY AND CORRUPTION

Functional Area:	Fraud Management
Owner (Name + Position):	Head of Fraud – Josephat Groenewegen
Approved by:	Chief Risk Officer – Dominiek Vangaever
Date of Approval:	03 July 2018
Version:	
Date for Review:	03 July 2021
Languages (inc. hyperlinks):	English
Applicable to:	<ul style="list-style-type: none"> <li>SCI staff including agency workers, seconded workers, volunteers, interns, contractors and consultants</li> <li>Third parties including partners, suppliers, distributors, agents and advisers</li> </ul>

## SECTION I: PURPOSE

<p>The purpose of this policy and accompanying procedure is to:</p> <ul style="list-style-type: none"> <li>Set out our responsibilities as an organisation and how SCI will achieve our aim to observe and uphold our zero-tolerance approach to <b>fraud, bribery and corruption</b> in our work including with any third party that SCI engages with; and</li> <li>Provide information and guidance to those working for SCI on how to recognise and deal with <b>fraud, bribery and corruption</b>.</li> </ul> <p>Where the guidance in this policy conflicts with any applicable laws or regulations, the higher standard must at all times be observed, so that SCI is compliant with all applicable laws and regulations.</p> <ul style="list-style-type: none"> <li>All SCI staff including agency workers, seconded workers, volunteers, interns, contractors, consultants, and agents are responsible for ensuring compliance with this policy, with the Senior Management Team (SMT) in each country and region taking lead responsibility for implementing and raising awareness of this policy.</li> <li>SCI employees must ensure <b>third parties</b> working with SCI are made aware of and understand their obligations under this policy.</li> <li>Each supplier, partner and consultant must confirm their knowledge of and adherence to the principles of this policy as part of their contractual relationship with SCI.</li> <li>All employees will be required to undertake and be able to demonstrate they have completed the compulsory fraud awareness training (either face-to-face or through the SCI Fraud Awareness e-learning module) within the first three months of their employment or three months following the publication of this policy for existing employees.</li> </ul>
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## SECTION 2: POLICY STATEMENT(S)

1	SCI is committed to acting professionally, fairly and with integrity in our work and relationships in all the countries in which we work. SCI takes its moral, legal and ethical responsibilities extremely seriously and has put in place effective systems to protect against fraud, bribery and corruption in our organisation
2	SCI takes a “ <b>zero-tolerance approach</b> ” to fraud, bribery and corruption, which means SCI is committed to the highest standards of corporate governance, fiduciary duty, responsibility and ethical behaviour. <b>Fraud, bribery, and corruption</b> diminishes our impact for children, undermining the viability of our organisation, and breaching the trust placed in us by our donor community.
3	All SCI employees are responsible for taking all necessary and appropriate steps to prevent, deter, and detect fraud, bribery, and corruption within their areas of responsibility.
4	SCI employees should consider fraud, bribery, and corruption risks at the outset of any new activity and take practical steps to mitigate those risks through a comprehensive fraud risk assessment at programme design stage.
5	SCI is committed to taking all appropriate corrective actions, including disciplinary, legal or other actions, in light of any findings of fraud, bribery, or corruption with respect to relevant individuals (including those who have committed fraud and/or anyone who knew of such fraud but failed to act). SCI will take steps following any incidents of fraud, bribery, or corruption to review controls and protocols to identify and address any gaps or weaknesses.
6	As a UK charity, SCI is bound by the laws of England and Wales, including for these purposes the Fraud Act 2006 and the Bribery Act 2010, in regards to our conduct both at home and abroad. SCI will uphold all local laws relating to fraud, bribery and corruption in all the jurisdictions in which we operate.
7	SCI employees who are guilty of bribery and corruption could face a criminal prosecution resulting in imprisonment. If SCI is found to have taken part in corrupt activities, we may be subjected to regulatory censure, unlimited fines, be excluded from tendering for institutional funding, and face serious damage to our reputation. All these have a direct negative impact on the children we are trying to help and it is with this in mind that SCI fully commits to preventing fraud, bribery and corruption in our organization.
8	SCI has a responsibility to keep our Donors and Members fully informed and promptly updated on any suspicion of fraud relating to their funds
9	Suspicious of fraud, must be reported through one of the official reporting channels (as described in the fraud, bribery & corruption procedure). Any information relating to a suspicion of fraud must be treated with utmost confidentiality and not be shared with any third party other than those identified as part of the defined reporting channels.

## SECTION 3: DEFINITIONS

Word/Term	Definition
FRAUD	An act of deception intended for personal gain to obtain an advantage, avoid an obligation or to cause loss to another party even if no such

	<p>gain or loss is in fact caused. For the purpose of this policy, fraud also covers the dishonest appropriation of property belonging to another, with the intention of permanently depriving them of it.</p> <ul style="list-style-type: none"> <li>• <u>embezzlement</u>: improperly using funds, property, resources, or other assets belonging to SCI for their own personal advantage instead;</li> <li>• <u>collusion</u>: improperly colluding with others to circumvent, undermine, or ignore our rules, policies, or guidance (e.g. fixing the amounts of a tender in order to bring it below a certain threshold);</li> <li>• <u>abuse of a position of trust</u>: improperly using one’s position within Save the Children for personal benefit (e.g. accessing confidential material or passing confidential information) or with the intention of gaining from, unfairly influencing or depriving the organisation of resources, money and/or assets;</li> <li>• <u>nepotism or patronage</u>: improperly using employment to favour or materially benefit friends, relatives, or other associates, or where someone requests that a Save the Children employee offer employment or some other advantage to a friend or relative (e.g. awarding contracts, jobs, or other material advantages);</li> <li>• <u>false accounting</u>: deliberately entering false or misleading information into accounts or financial records (e.g. entering false refunds or voids through the till in a retail shop);</li> <li>• <u>false invoicing</u>: knowingly creating or using invoices that are false in any way;</li> <li>• <u>expenses fraud</u>: dishonestly using the expenses system to pay money or other benefits to which the recipient is not entitled;</li> <li>• <u>payroll fraud</u>: dishonestly manipulating a payroll system to make unauthorised payments (e.g. by creating ‘ghost’ employees or by increasing an individual’s salary);</li> <li>• <u>tax or duty evasion</u>: knowingly avoiding the payment of tax or any other duty that a person is aware should be paid;</li> <li>• <u>forgery</u>: dishonestly creating or altering documents to make any information in the document incorrect or misleading often with the effect of depriving the organisation of resources, money and/or assets;</li> <li>• <u>brand fraud</u>: dishonestly using Save the Children’s name, branding or documentation for personal or private gain;</li> <li>• <u>obstructing proper process</u>: threaten or retaliate against another individual who has refused to commit a bribery offence or who has raised concerns under this policy;</li> <li>• <u>failing to disclose information</u>: not providing accurate and complete information relevant to your position which will adversely impact your ability to perform your role; for example, failure to disclose a</li> </ul>
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	<b>'conflict of interest'</b>
<b>BRIBERY</b>	<p>Offering, promising, giving, soliciting or accepting any financial or other <i>advantage</i><sup>1</sup>, to induce the recipient or any other person to act improperly in the performance of their functions, or to reward them for <i>acting improperly</i><sup>2</sup>, or where the recipient would act improperly by accepting the advantage. The outcome or reward for which the bribe is offered or given never actually has to occur for it to be a bribe; the promise of such an outcome/reward is sufficient.</p> <ul style="list-style-type: none"> <li>• <u><i>paying or offering a bribe</i></u>: give, promise to give, or offer, a payment, gift or hospitality with the expectation or hope that a business advantage will be received, or to reward a business advantage already given;</li> <li>• <u><i>receiving or requesting a bribe</i></u>: accept a payment, gift or hospitality from a third party including from government officials, representatives or other politicians that you know or suspect is offered with the expectation that it provides them or anyone else an advantage in return;</li> <li>• <u><i>receiving improper benefits</i></u>: give or accept a gift or provide any hospitality during any commercial negotiations or tender process, if this could be perceived as intended or likely to influence SCI's decision-making;</li> <li>• <u><i>receiving a 'kickback'</i></u>: improperly receiving a share of funds or a commission from a supplier as a result of involvement in a bid, tender or procurement exercise.</li> </ul>
<b>CORRUPTION</b>	<p>The abuse of entrusted power or position for private gain. It relates to dishonestly accepting, obtaining or attempting to obtain a gift or consideration as an inducement or reward for acting, or omitting to act.</p> <ul style="list-style-type: none"> <li>• <u><i>facilitation payments</i></u>: typically small, unofficial payments made to secure or expedite a routine or necessary action (for example by a government official). They are an inherent risk in Fragile and Conflict affected states and constitute a form of diversion of aid from reaching those intended and potential sources of criminal and or terrorist financing.</li> <li>• <u><i>improperly seeking to influence a public official</i></u>: to obtain or retain a business or other advantage either directly, or through a third party by offering, promising or giving a financial or other advantage</li> </ul>

<sup>1</sup> An advantage includes money, gifts, loans, fees, hospitality, services, discounts, the award of a contract or anything else of value

<sup>2</sup> A person acts improperly where they act illegally, unethically, or contrary to an expectation of good faith or impartiality, or where they abuse a position of trust. The improper acts may be in relation to any business or professional activities, public functions, acts in the course of employment, or other activities by or on behalf of any organisation of any kind

	that is not legitimately due to the official or another person at the official's request or with his/her assent or agreement.
<i>CONFLICT OF INTEREST</i>	<p>A Conflict of Interest arises where an employee has a private or personal interest which may, or could be perceived to, compromise their ability to do their job. Actual, potential (could develop) or perceived (could be considered likely) conflicts of interest can arise across all areas of our work. Conflicts may be of a personal, financial or political nature.</p> <p>A conflict of interest would arise when an employee or agent, any member of his or her immediate family, or an organisation which employs any of his family, has a financial or other interest in, or a tangible personal benefit from, a firm considered for a contract.</p> <p>To protect the integrity of SCI processes, all employees, partners, volunteers, interns, consultants, contractors and other <b>third parties</b> must immediately declare any actual or perceived conflict of interest between any personal, private interest and SCI's work</p>
<i>THIRD PARTIES</i>	Any individual or organization SCI comes into contact with during the course of our work, and includes actual and potential clients, customers, partners, suppliers, distributors, business contacts, agents, advisers, and government and public bodies, including their advisors, representatives and officials, politicians and political parties.

## SECTION 4: RELATED DOCUMENTS

<b>1</b>	SCI Fraud Awareness E-learning Module <a href="https://www.savethechildrenlearning.org/mod/scorm/view.php?id=5357">https://www.savethechildrenlearning.org/mod/scorm/view.php?id=5357</a>
<b>2</b>	SCI Fraud, Bribery & Corruption Procedure
<b>3</b>	Whistleblowing Policy and Procedure
<b>4</b>	Code of conduct

Functional Area:	Child Safeguarding
Owner (Name + Position):	Helle Thorning-Schmidt , Chief Executive Officer, Save the Children International
Approved by:	Senior Leadership Team
Date of Approval:	20/11/2018
Version:	V2
Date for Review:	20/11/2019 (1 year for the initial review and then every three years).
Languages (inc. hyperlinks):	English, French, Spanish, Arabic plus any other language as needed to ensure the document is fully understood
Applicable to:	All SCI staff, trustees and all others involved in the work of SCI including, but not limited to, secondees volunteers, interns, and third parties connected with SCI, including partners, implementing partners, consultants, contractors, and visitors to Country Offices.

## SECTION I: PURPOSE

<p>Safeguarding the children that we come into contact with throughout our work is a key priority for Save the Children International (SCI)</p> <p>Within Save the Children, Child Safeguarding is making Save the Children safe for children. It is our individual and collective responsibility to ensure all children are protected from deliberate or unintentional acts that lead to the risk of, or actual, harm caused by Save the Children staff, representatives, partners, volunteers, contractors and visitors to our country programmes.</p> <p>SCI acknowledges fully the duty to safeguard and promote the welfare of children, and ensure all our safeguarding measures are embedded, accessible and communicated clearly to staff, partners, children and their communities, in a language they understand.</p> <p>SCI is aware that there may be additional vulnerabilities facing children associated with their age, socio-economic background, disability, gender, racial heritage, religious belief, sexual orientation or identity, and is committed to ensuring this does not form barriers to effective safeguarding.</p> <p>SCI will take all reasonable steps to make itself safe, both as an organisation and in the conduct of all aspects of its day-to-day operations of emergency, humanitarian, developmental, policy and campaigning work.</p> <p>SCI's Board, including a Safeguarding Trustee, plus the Senior Leadership Team, will ensure that adequate steps are taken to best reflect the cost of implementing this policy in operational plans, budgets and funding proposals.</p> <p><b>This includes:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> providing an appropriate safeguarding staffing infrastructure for SCI;</li> <li><input type="checkbox"/> providing finances, information, guidance, training, learning and development at regional, country and program levels;</li> <li><input type="checkbox"/> assigning a designated Board Member with the responsibility for child safeguarding oversight through proactively 'checking and challenging' that safeguarding is effective throughout the organisation, and is considered in relevant Board decisions;</li> <li><input type="checkbox"/> implementing appropriate responses to alleged breaches of this policy;</li> <li><input type="checkbox"/> providing 'Minimum Safeguarding Requirements' to ensure consistency of safeguarding provision across SCI and its partner network.</li> </ul>
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Save the Children International commits to:

- valuing and listening to all children and young people;
- ensuring that all staff and people directly associated with our work understand their personal responsibility to prevent and report any form of child abuse and sexual exploitation of children;
- diligently implement our child safeguarding system by applying relevant policies, procedures, training and other learning opportunities across SCI and with our partners and relevant third parties;
- ensuring that the organisation creates the right culture and a safe and trusted environment for anyone to report child safeguarding incidents and/or concerns verbally or in writing and through child friendly and accessible mechanisms;
- all safeguarding actions and decisions are taken in the best interests of the child and put the safety and welfare of the child first;
- reporting suspected or known child safeguarding concerns, violations of this policy and Code of Conduct through the SCI incident reporting system (DATIX) within 24 hours of the incident coming to SCI's attention. Local reporting requirements for child abuse and potential criminal offences also apply and should be done in accordance with applicable legal standards;
- ensuring that detailed and accurate records of all safeguarding concerns are collected, processed and stored securely, in accordance with the relevant data protection laws;
- implement systems and processes to ensure we do not knowingly employ or contract anyone who poses a risk to children or brings them into contact with children connected to SCI;
- applying the safeguarding components as set out within the partnership procedures and tools;
- addressing failure to comply with this policy without delay, which may ultimately result in termination of contracts or agreements, including dismissal;
- prompt reporting of serious child safeguarding incidents, by the SCI legal team, to the Charity Commission and other law enforcement agencies and regulators as required.

This policy has been approved in its entirety and must not be modified or customised without the express authorisation of the Senior Leadership team through the Chief People Officer, Save the Children International.

## Section 2: Policy Staten (S)

List each policy statement, outlining the principles that govern the way SCI works.

### **I- Child Safeguarding System:**

Humanitarian workers and other representatives of INGOs, such as Save the Children, are placed in a position of special trust by the populations they serve. When that trust is exploited and standards for safeguarding children fail, immense damage is caused with long-term effects on the lives of children and their families, and implications for the credibility and reputation of the organisations involved. Save the Children has a zero-tolerance approach to child abuse and sexual exploitation of children by our staff, our partner's staff and those who represent us.

SCI's Child Safeguarding system is made up of four key areas: Awareness, Prevention, Reporting and Response. Each of these areas has activities that continue throughout the life cycle of our development

and humanitarian work in the countries we operate in either directly or through partners. We adopt a child centred approach to child safeguarding.

## **2 - Definition and Scope:**

- SCI defines a child as anyone under the age of 18
- The highest standards of safeguarding must be applied across all of SCI's programmes and offices and applied to all SCI staff. The policy also applies to secondees, volunteers, interns, and third parties connected with SCI, including partners, implementing partners, consultants, contractors, and all visitors to Country Offices.
- This policy covers all forms of child abuse. Save the Children recognises five categories of child abuse, which are sexual abuse, physical abuse, emotional abuse, neglect and exploitation. Other sub-categories may be adopted from time to time. The policy also covers any poor safeguarding practice.

## **3 - Implementation and Review**

- SCI's Child Safeguarding Policy will have an initial review after one year and then after every three years.
- SCI's Child Safeguarding Policy and procedures together with the SCI Code of Conduct covers all aspects of our operations and programming and will be implemented in all SCI country programs, regional offices, Centre and any other office or program operating under the auspice of SCI.

## **4 - AWARENESS AND PREVENTION**

Dissemination/Awareness Raising

- SCI will ensure the Child Safeguarding Policy, Code of Conduct and reporting procedures and mechanisms are made widely available and publicised to children, their carers, all staff, partner staff and all relevant third parties and stakeholders and in a language and format, they understand.
- All visitors to SCI programs or offices who will have contact with children will be made aware of the SCI Child Safeguarding Policy, relevant procedures and Code of Conduct and the behaviour and conduct expected of them.

## **5 - Personal Responsibility**

All staff, representatives of SCI and third parties connected with SCI must demonstrate the highest standards of behaviour and conduct towards children both in their private and professional lives. They have a responsibility to understand and promote the Child Safeguarding Policy, procedures and the Code of Conduct. They must do all that they can to prevent, report and respond immediately to any child safeguarding concerns.

'Unacceptable behaviour and conduct' refers to committing any acts of physical, emotional or sexual abuse, neglect or exploitation of a child and putting them at risk of deliberate or unintentional harm; non-compliance with policies and procedures and failing to take appropriate action to prevent or report any violations and poor safeguarding practice.

It is the responsibility of every individual contracted or associated with SCI's work to make sure incidents that breach the SCI Child Safeguarding Policy, Code of Conduct and other related policies are reported and recorded through the appropriate mechanisms.

## **6 - Recruitment, induction and training of staff**

Safer recruitment: SCI ensures its recruitment processes are rigorous, in line with statutory requirements and best practice guidance. These processes include the use of DBS or police checks where available on all employees, and checking three references.

SCI reserves the right to terminate contract negotiations or refuse to engage an individual, if appropriate criminal record checks are not undertaken, or cannot be undertaken for roles that are identified as working with or having contact with children. This will also apply in the event where background and reference checks reveal that the person is not suitable to work with Save the Children or has omitted key information.

All staff, volunteers and interns are required to complete mandatory Child Safeguarding training within a designated time period from joining the organisation and attendance is recorded.

- Country office staff are required to complete mandatory safeguarding on-line awareness training within the first working week, with an additional face to face training provided within the first 90 days or prior to travelling to the field and having direct contact with children in our project areas;
- SCI Centre staff, volunteers and interns are required to complete the online child safeguarding awareness session within the first week of joining the organisation and attend a child safeguarding face-to-face induction training within 90 days of starting.

### **7- Ensuring our work is safe for children through Safer Programming**

Safer Programming is a crucial element of our child safeguarding approach and commitment to 'Do No Harm' as a result of the initiatives and activities within all of our programmes and humanitarian responses. This includes our media, advocacy and campaigns work. All areas of work must be resourced appropriately to prevent, mitigate and manage the risk of abuse, exploitation and harm to children at every stage of the project cycle.

SCI will, as far as possible, provide a safe physical environment for children by applying health and safety measures in accordance with relevant law and regulatory guidance. We will comply with the relevant industry/sector standards and promote good practice within all thematic areas in which we work.

This will be achieved by:

- ensuring risks to children's safety and well-being are identified and assessed and managed from program design to exit;
- carrying out risk assessments for activities involving children or those, which have a direct impact on children. This includes any construction carried out by SCI or a third party on SCIs behalf, research, advocacy and media campaigns and events and travel involving the participation of children;
- ensuring child friendly reporting response and feedback mechanisms are in place;
- integrating child safeguarding into the project planning and management cycle, including monitoring, evaluation, accountability and learning;
- child safeguarding forms part of SCI's thematic 'common approaches' which set out our best understanding of how to solve a particular problem for children and improve our quality and impact for children;
- child safeguarding is integrated into all of our functions including, but not limited to, programme quality and impact, operations, supply chain, logistics, IT, Awards, Human Resources, safety and security, partnerships, advocacy, campaigns, media and communication;
- resources for child safeguarding are included in every program design, project proposal and budget.

**For further information refer to the 'Safer Programming Procedures' and 'Child Safe Programming Guidelines'.**

### **8 - Comprehensive Safeguarding Risk Assessment from 'design to delivery and exit' for all programmes, projects and humanitarian responses. This includes working with and through partners.**

No program, project or proposal will be approved until a thorough safeguarding risk assessment has taken place which will include:

Step 1: Identifying the level of contact with children;

Step 2: Identifying the risks to children inherent in the thematic areas of work/ approaches, operational procedures and systems and delivery of activities;

Step 3: Assessing the individual program, project or organisation's focus on children;

Step 4: Assessing the strength of safeguarding systems already in place,

including appropriate training and application and embedding of relevant policies and procedures;

Step 5: Assessing the potential risk posed by the individual program/project or organisation, identifying mitigating factors as the result of Steps 3 and 4;

Step 6: Establishment of the overall contextual safeguarding risk and a decision to proceed or not;

Step 7: Resource Plan and agreements to mitigate and manage risks;

Step 8: Monitoring of any action plan and/or agreement in place within the programme, project or partner.

For further information refer to the 'Partnership Procedures' and the 'Safer Programming Procedure and Guidelines'.

## **9 - REPORTING AND RESPONSE**

### Reporting and Investigations

- Save the Children is committed to a robust reporting and investigation procedure which leads to timely and effective reporting and investigation involving the right internal or external professionals
- All staff, partner staff, implementing partner staff, contractors, visitors and volunteers are mandated to report any suspected child safeguarding incidents or concerns to the SCI Country Child Safeguarding Lead or Focal Point; and Child safeguarding concerns involving criminal conduct reported to the relevant statutory authority unless to do so would place the child at additional risk of harm or there is another justifiable risk in reporting
- There is no threshold for reporting a child safeguarding concern as described in this policy. Any concern, however minor, must be reported;
- All suspected or actual incidents are to be reported as a matter of urgency and always within 24hrs of a person becoming aware of the incident;
- SCI's Regional Child Safeguarding Directors are to notify the relevant Member via the DATIX system of a suspected incident or concern within 48 hours of receiving a report and no later than 5 business days;
- Save the Children Members are responsible for notifying donors as per their contractual requirements;
- Incidents must be reported through the on-line reporting system (DATIX) which allows anyone working for SCI and with an SCI email address contracted by the Centre, Regional and Country Offices to report incidents in a safe and confidential manner and must be used by SCI employees;
- Non-SCI staff can report verbally or in writing through local reporting procedures;
- Where required SCI's legal department will report serious safeguarding incidents to the Charity Commission and UK law enforcement agencies;
- Taking no appropriate action when there is a concern regarding the welfare of a child is not an option; SCI staff, trustees and all others involved in the work of SCI including but not limited to secondees, volunteers, interns, and third parties connected with SCI recognise that the failure to report is a breach of the Child Safeguarding Policy.

For further information refer to SCI's Reporting, Response & Case Management Procedures and Investigation Procedures.

## **10 - Poor Safeguarding Practice**

Poor safeguarding practice takes place whenever staff or any other person fail to provide the standard of care and support expected and directed by policies, procedures and training delivered by SCI. Poor safeguarding practice can occur through non-compliance with policies and procedures and when staff and third parties to whom this Policy applies ignore the rights and welfare of beneficiaries. Continued poor safeguarding practice may cause harm and can become abuse.

SCI takes poor safeguarding practice seriously and deems it unacceptable. Poor safeguarding practice must be reported. All reported cases of poor safeguarding practice will be dealt with in line with SCI safeguarding policies and/or disciplinary processes.

Examples of poor safeguarding practice include:

- when insufficient care is taken to prevent harm;
- allowing abusive or concerning practices to go unreported;
- placing children or young people in potentially compromising and uncomfortable situations with adults, including through the use of technology/social media;
- ignoring health and safety guidelines;
- failing to adhere to SCI's construction policy and procedures;
- failing to adhere to supply chain procedures which result in risk or harm to child/children;

**SCI's mandatory 'Child Safeguarding Procedures' must be followed at all times.**

#### **11 - Humanitarian Responses**

SCI has a commitment to protecting people affected by natural disasters and human-induced crises and to prevent and reduce the violence, exploitation and deprivation faced by people in such situations.

SCI recognises that children living in areas affected by humanitarian crises are particularly vulnerable. All organisations and third parties implementing SCI's disaster risk reduction and humanitarian preparedness and response activities must assess safeguarding risks, apply, and build on this policy's minimum child safeguarding requirements. Development and implementation of humanitarian response strategies and activities must identify, mitigate and manage child safeguarding risks. This includes safer recruitment and safer programming approaches.

For more information, see the Child Safeguarding in Humanitarian Procedure.

#### **12 - Online Safeguarding**

SCI believes that online safety is an essential part of safeguarding. SCI will enable internet content filtering and evaluate other online safety mechanisms periodically to ensure that this policy and any linked policies are consistently applied.

SCI will, as far as possible:

- identify approaches to educate and raise awareness of online safety throughout our programs
- enable all staff to work safely and responsibly, to role model positive behaviour online and to manage professional standards and practice when using technology;
- identify clear procedures to use when responding to online safety concerns;
- SCI will develop, where appropriate, project interventions that can influence online behaviour change, teach resilience and promote prevention, in addition to providing general guidance on online safety where possible.

SCI's mandatory 'Child Safeguarding Procedures' must be followed at all times.

#### **13 - Relevant Laws & Endorsements**

This policy will be implemented in accordance with:

- All relevant UK laws protecting children from abuse, violence and harm and those outlining measures for reporting known or alleged cases of abuse;
- Applicable laws within the countries where SCI operates; and
- The United Nations Convention on the Rights of the Child (UNCRC), The UN Secretary General's Bulletin: Special measures for protection from sexual exploitation and sexual abuse (ST/SGB/2003/13) and other applicable international treaties, laws, and conventions.

#### **14 - Data Protection**

Compliance with data protection law and policies must be central to all our processing of children's personal data. All SCI staff, representatives and third parties collecting children's data on SCI's behalf or in relation to any of our work must adhere to SCI policies, procedure and practice or ensure their own mechanisms comply with legal requirements for data protection.

#### **15 - Compliance and Audit**

Compliance with policy and procedures is monitored through reviews and a program of safeguarding audits and spot checks. This includes downstream partners, sub-grantees, contractors and suppliers. **‘Minimum Safeguarding Requirements’** will be applied across SCI country programs and during spot checks.

Requirements will be monitored by a cycle of audits, including annual self-audit, and other internal teams including but not limited to the Regional Child Safeguarding Directors and, when required, by external experts.

**16 - Reporting to the Board**

All serious child safeguarding cases will be reported to the SCI Board at their board meetings. An annual Safeguarding Report will be submitted to the SCI Board.

## SECTION 3: DEFINITIONS

Word/Term	Definition
<b>Child Safeguarding Save the Children’s definition)</b>	Child Safeguarding is making Save the Children safe for children. It involves our collective and individual responsibility and actions to ensure that all children are protected from deliberate or unintentional acts that lead to the risk of or actual harm by Save the Children staff, representatives and third parties, who come into contact with children or impact them through our development interventions, humanitarian responses and operations. This includes our direct programme implementation, work through partners and management of children’s personal data
<b>Child</b>	<b>Everyone under the age of 18*</b>
<b>Child Abuse</b>	<b>Child abuse</b> consists of anything, which individuals, institutions or processes do or fail to do which directly or indirectly harms children or damages their prospect of a safe and healthy development into adulthood.
<b>Physical Abuse</b>	<b>Physical abuse</b> is the non-accidental use of physical force that deliberately or inadvertently causes a risk of/ or actual injury to a child. This may include hitting, shaking, throwing, poisoning, burning or scalding, drowning, suffocating or otherwise causing non-accidental physical harm to a child. Physical harm can also be caused when a parent or carer fabricates the symptoms of, or deliberately induces, illness or temporary, permanent injury or disability of a child.
<b>Neglect</b>	Neglect includes but is not limited to failing to provide adequate food, sufficient or seasonally appropriate clothing and /or shelter. Neglect is also failing to prevent harm; failing to ensure adequate supervision; failing to ensure access to appropriate medical care or treatment or providing inappropriate medical treatment (e.g.

	administering medication when not authorized); or failing to provide a safe physical environment (e.g. exposure to violence, unsafe programming location, unsafe sleeping practices, releasing a child to an unauthorized adult, access to weapons or harmful objects, failing to child-proof a space that children will occupy etc.). It can also be SCI staff, partners, contractors and sub-grantees failing to apply minimum requirements as set out in mandatory procedures.
<b>Emotional Abuse</b>	<b>Emotional abuse</b> involves doing harm to a child’s emotional, intellectual, mental or psychological development. This may occur as an isolated event or on an ongoing basis. Emotional abuse includes but is not limited to any humiliating or degrading treatment (e.g. bad name-calling, threats, yelling/screaming/cursing, teasing, constant criticism, belittling, persistent shaming etc.), failure to meet a child’s emotional needs, and rejecting, ignoring, terrorizing, isolating or confining a child.
<b>Sexual Abuse</b>	<b>Sexual abuse</b> is the involvement of a child in sexual activities, whether or not the child is aware of what is happening. The activities may involve physical contact, including assault by penetration (for example, rape or oral sex) or non-penetrative acts such as masturbation, kissing, rubbing and touching outside of clothing. They may also include non-contact activities, such as involving children in looking at, or in the production of, sexual images, watching sexual activities, encouraging children to behave in sexually inappropriate ways, or grooming a child in preparation for abuse (including via the internet). Adult males do not solely perpetrate sexual abuse. Women can also commit acts of sexual abuse, as can other children.
<b>Exploitation and child labour</b>	Child exploitation is an umbrella term used to describe the abuse of children who are forced, tricked, coerced or trafficked into exploitative activities. For Save the Children child exploitation includes modern slavery and trafficking of children and children forced or recruited into armed conflict. Child sexual exploitation is a form of child sexual abuse. It occurs where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity; (a) in exchange for something the victim needs or wants, and/or (b) for the financial advantage or increased status of the perpetrator or facilitator. The victim may have been sexually exploited even if the sexual activity appears consensual. Child sexual exploitation does not always involve physical contact; it can also occur with the use of technology. Within Save the Children child sexual abuse and exploitation also includes child early and forced marriage. <b>Child Labour</b> is work that deprives children of their childhood, their potential and their dignity, and that is harmful to physical and mental development. It is work that:

	<ul style="list-style-type: none"> <li>• is mentally, physically, socially or morally dangerous and harmful to children; and</li> <li>• interferes with their schooling by:</li> <li>• depriving them of the opportunity to attend school;</li> <li>• obliging them to leave school prematurely; or</li> <li>• requiring them to attempt to combine school attendance with excessively long and heavy work.</li> </ul> <p>If a young person, under the age of 18 is part of an apprenticeship scheme within the statutory law of the country and does not meet any of the above, this would not be considered by SCI as child labour. However, any contractor or sub-contractor must inform SCI of the name of any apprentice who will be directly involved with our work.</p> <p>For Save the Children it is not acceptable for any staff or representatives to engage anyone under the age of 18 to work as domestic help in their place of work or at home.</p>
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## Section 4: Related Documents

<b>1</b>	SCI Code of Conduct
<b>2</b>	SCI Child Safeguarding Procedure
<b>3</b>	SCI Procedure Global Recruitment and On-boarding
<b>4</b>	SCI Child Safe Programming Guidelines
<b>5</b>	SCI Reporting, Response and Case Management Procedures and Guidelines
<b>6</b>	SCI Investigation Procedures and Guidelines
<b>7</b>	SCI Child Safeguarding in Humanitarian Procedure
<b>8</b>	SCI Partnership Procedures and tools
<b>9</b>	SCI Child Safeguarding Minimum Requirements Framework
<b>10</b>	UN Secretary General's Bulletin: <b>Special measures for protection from sexual exploitation and sexual abuse</b> (ST/SGB/2003/13 <a href="http://www.unhcr.org/protection/operations/405ac6614/secretary-generals-bulletin-special-measures-protection-sexual-exploitation.html">http://www.unhcr.org/protection/operations/405ac6614/secretary-generals-bulletin-special-measures-protection-sexual-exploitation.html</a> )
<b>11</b>	SCI Anti-Harassment Policy
<b>12</b>	SCI Accountability Guidance Pack in English, French, Spanish and Arabic
<b>13</b>	SCI Social Media Policy
<b>14</b>	SCI Image Guidelines
<b>15</b>	SCI Child Safeguarding Media and Comms Guidelines
<b>16</b>	Children and the GDPR: Information Commissioners Office Guidelines