INVITATION TO TENDER

Framework agreement: Design, testing and scale-up support with educational technology “edtech” projects for the Learning Innovation Lab

The Humanitarian Leadership Academy (“the Academy”) is seeking tenders from organisations or individuals to join a framework agreement for designing, testing and scaling new learning technologies to enhance its existing learning tools and platform offer. The framework agreement will be valid for one year, until December 2018.

The following information is included herein to support the creation of proposals:

- Part 1: Tender Information
- Part 2: Conditions of Tendering
- Part 3: Terms and Conditions of Purchase (which will be signed by the successful Bidders)
- Part 4: The Humanitarian Leadership Academy’s Safeguarding of Children and Vulnerable Adults Policy
- Part 5: The Humanitarian Leadership Academy’s Anti-Fraud, Bribery and Corruption Policy
- Part 6: The humanitarian leadership academy’s anti-terrorism policy

Your tender response must be received in the following format:

- Full completion of the Tender Response document in order that your tender may be regarded as compliant. Any tenders returned not completed may be treated as void.

- A soft copy of the bid to be submitted by email to Atish Gonsalves, Global Learning and Innovation Director at a.gonsalves@Humanitarian.Academy. Files should be named as follows: “[Your company name] – Academy learning formats integration tender – [date: yyyy-mm-dd]”. We recommend that bids be submitted in PDF form wherever possible (except spreadsheets).

- Your return tender must be received not later than 21/12/2017 (“the Closing Date”). Failure to meet the Closing Date may result in the tender being void. Returned bids must remain open for consideration for a period of not less than 60 days from the Closing Date. The Humanitarian Leadership Academy is under no obligation to award the contract or to award it to the lowest bidder.

Should you require further information or clarification on the tender requirements, please contact Atish Gonsalves, Global Learning and Innovation Director in writing at a.gonsalves@Humanitarian.Academy.

We look forward to receiving a tender from you and thank you for your interest in our account.
PART 1: TENDER INFORMATION

1. Introduction

The Humanitarian Leadership Academy ("the Academy") is a global learning initiative set up to facilitate partnership and collaborative opportunities to enable people to prepare for and respond to crises in their own countries. We are a catalyst for the wider, faster and deeper movement of humanitarian learning and knowledge around the world that needs that more than ever. Nowhere and no-one has exclusive right to knowledge or learning.

The Academy seeks to achieve this aim through ten on-the-ground Academy Centres around the world, underpinned by a global digital platform, Kaya (kayaconnect.org), that will enable the delivery of learning opportunities, sharing of knowledge and good practice, and conversation across this network of centres. Centres are currently operational in Kenya, the Philippines, Jordan and Bangladesh with Centres in Indonesia, Latin America and West Africa in the set-up stages.

In 2016, the Academy implemented a Totara-based learning management system (LMS), “Kaya”1. Kaya will be joined by other online and technological tools in coming years, including an open badging portfolio system, hPass, and support for knowledge management within the sector.

In January 2018, a new Learning Innovation Lab (Lab) will be launched to tackle obstacles related to identifying and testing innovative learning technology solutions, while the Academy will use its internal capacity to bring successful ideas to scale.

The focus of this Invitation to Tender (ITT) is to support the Lab with the technology capacity to identify, design, test and scale successful learning technology projects. The main fields of investment in year one will be in gamification, immersive learning (VR/AR) and AlinEd. Additional areas could include learning analytics, adaptive learning and blockchain.

More information on the Academy and its strategy are available at www.humanitarianleadershipacademy.org/learn2.

Those contracted under this framework agreement will be contracted under the Terms and Conditions of Purchase in Part 2, below.

1.1 Technology landscape

1. **Kaya (kayaconnect.org) Platform**: The Academy’s flagship learning platform based on Totara/Moodle that reaches over 42,000 learners in over 190 countries. Kaya delivers self-guided online learning as well as supported learning activities such as Massive Open Online Courses (MOOCs). Content is sourced from both global and local humanitarian partners.

2. **Learning tools**: The Academy has created a new plugin for the Adapt framework authoring tool, to allow creation of elearning by typing directly into the browser. The plugin also allows content to be shared with partners to allow them to suggest edits themselves in situ, rather than relying on storyboards and other documents. It will be mainly used to explore the opportunities of elearning for those who have not used it before, and to prototype potential learning that will then be built by professional elearning developers.

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1 [http://kayaconnect.org](http://kayaconnect.org)
Upcoming platforms:

1. **hPass: Skills Badging platform**: As part of the hPass project, the Academy is currently in the process of identifying platform(s) to manage the recognition of humanitarian skills, learning and competencies through Open Badges.

2. **Knowledge Platform**: The Academy is in the process of identifying a knowledge platform to source and disseminate local and global humanitarian knowledge. This will include a publishing workflow that walks users through the process of creating a blog, case study or research paper and then renders it as a PDF. The hope is to open up publishing for those who may not have access to traditional routes.

3. **Data and Business Intelligence Platform**: The Academy is in the process of identifying a solution to aggregate, analyse and visualise data generated from Kaya, web forms, Google Analytics, hPass etc. This data will be used to drive recommendations of content for Kaya users, as well as to explore the impact of our offer and our marketing, and to monitor and report on our delivery.

1.2 The aim of this ITT

This ITT seeks responses from organisations to join a framework agreement for identifying, designing, testing and scaling new learning technologies to enhance its existing learning tools and platform offer. The Academy expects to contract two to three organisations under this agreement, though this will be finalised when proposals are received.

**Areas of focus for the Learning Innovation Lab in year 1:**

1. **Gamification** - Supporting the creation of a portfolio of humanitarian learning games to be shared across organisations through a marketplace. The Academy has been testing a gamification framework to support locally created/user-generated mixed-reality, multi-player games. The Academy aims to further adapt the framework and expand the marketplace, and signpost to successful games through Kaya.

2. **Immersive Learning** – The Lab plans to explore low-cost virtual reality (VR)/360 video and augmented reality tools for creating immersive learning experiences to increase learning realism and empathy, especially for use in simulation-based training exercises. Successful tools and content may be integrated through Kaya and the gamification project.

3. **AI in Ed** – The Lab plans to test existing AI tools such as chatbots and AI engines for supported learning processes (e.g. coaching & mentoring, following cohorts of learners) and for generating more learning demand through social media channels. Successful tools may be integrated through Kaya and the Academy’s social media platforms.

1.3 Desired skills and requirements

- Web fundamentals like HTML, JavaScript, and CSS
- Full-stack and MEAN stack development (ExpressJS, AngularJS, Node.js, HTML5, React, React Native)
- Database technologies: MongoDB, Couch DB/Pouch DB
- Back-end: API design and development
- iOS & Android Web App Development frameworks, e.g. Ionic
• Server-side languages: Python, Ruby, Java, JavaScript, PHP, .Net
• Web server technologies like Node.js, J2EE, Apache, Nginx, ISS, etc.
• Big data (Google Cloud Analytics, AWS Analytics, Azure Analytics, Apache Spark)
• Experience with or willingness to learn and explore emerging technologies and methods e.g. implementing Artificial Intelligence and Natural Language Processing tools & applications, virtual/augmented reality and 360 development, Machine and Deep Learning software packages & libraries
• Experience with UI/UX design
• User-centered design and lean approach, supporting full-cycle implementation
• Agile project management approaches

1.4 Proposal content
Proposals should include:
• Broad development approach, taking into account the specification above.
• Example relevant projects, include access to demonstrations where possible.
• Top-level information about the project management, development and design team who would be involved in these developments.
• Rates and any other cost information, including any discounts for not-for-profit organisations.
• Details of 2 references, with whom you have worked on similar projects within the past three years.

1.5 Indicative projects
Projects will follow an agile approach, but are likely to include:
• Optimisation or adaptation of existing platforms to work better in low bandwidth and offline locations
• Integration of existing platforms with the Academy’s core platforms, e.g. using xAPI to send learning game completion data to a Learning Record Store
• Integration of immersive learning tools and/or content (e.g. 360 video and use of mobile AR kits) into Kaya and the gamification framework
• Integration of existing AI tools (e.g. IBM Watson, Chatfuel) into Kaya and the Academy’s social media tools
• UX design and development of MVPs during ideation phases
Some projects will be put to all/some framework agreement organisations for informal bidding; others might be offered to specific framework agreement organisations directly, where they are felt to fit particularly with that organisation’s expertise and/or experience.

1.6 Indicative budget
Each organisation may receive projects worth up to $100,000 per year.
1.7 Timeline

<table>
<thead>
<tr>
<th>Task</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>ITT published</td>
<td>1/12/2017</td>
</tr>
<tr>
<td>Deadline for responses</td>
<td>12pm, 21/12/2017</td>
</tr>
<tr>
<td>Shortlisting of applicants</td>
<td>early January 2018</td>
</tr>
<tr>
<td>Follow-up calls as appropriate</td>
<td>early January 2018</td>
</tr>
<tr>
<td>Preferred bidders notified</td>
<td>mid January 2018</td>
</tr>
<tr>
<td>Contracts finalised</td>
<td>End January 2018</td>
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</tbody>
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1.8 Award criteria

We do not provide a mathematical formula by which responses will be evaluated, but the ITT selection panel will include the following criteria in the evaluation of the responses.

Solution fit with the Humanitarian Leadership Academy, particularly the items listed in 1.4 above.

Quality of the proposal: Quality and clarity of the written response, of the onsite presentation (if requested).

Timeliness of the response.

Recognition of and response within the ITT process as presented.

Quality, capacity and track record of responders: Assessment of the responders as potential partners in the delivery of a successful solution and as vehicles for bringing best practice in the Academy’s learning management and delivery.

Pricing factors: We will take into consideration estimates, list prices and any other pricing factors. All respondents should keep in mind that the Academy is a non-profit organisation and will be looking for the solution that offers the very best value for money.

Quality of the implementation and support approaches: We will take into consideration suitability of the implementation and support approaches for the Academy.

Confirmation of compliance with the attached Conditions of Tendering, Terms and Conditions of Purchase, Anti-Fraud, Bribery and Corruption Policy, Safeguarding of Children and Vulnerable Adults Policy, and Anti-Terrorism Policy.

Bidder’s organisational profile, including financial sustainability, relevant certification and/or accreditation, and the ability to provide satisfactory client references.

1.9 Submitting a proposal

Proposals should be submitted in English. Bidding organisations should be aware that all liaison with the Academy will be conducted in English through this project, unless alternative arrangements are made between individuals.
PART 2: CONDITIONS OF TENDERING

1. Definitions

In addition to the terms defined in the Tender Information Pack and Part I above, in these Conditions, the following definitions apply:

a. **Award Criteria** - the award criteria set out in the Invitation to Tender.

b. **Bidder** - a person or organisation who bids for the tender.

c. **Conditions** - the conditions set out in this ‘Conditions of Tendering’ document.

d. **Goods and/or Services** - everything purchased by the Humanitarian Leadership Academy under the contract.

e. **Humanitarian Leadership Academy** – The Humanitarian Leadership Academy, a charitable company limited by guarantee registered in England and Wales (company number 09395495; charity number 1161600) whose registered office is at 1 St. John's Lane, London, EC1M 4AR.

f. **Invitation to Tender** - the Tender Information, these Conditions, the Academy’s Terms and Conditions of Purchase, the Academy’s Safeguarding of Children and Vulnerable Adults Policy, the Academy’s Anti Bribery and Corruption Policy, and the Academy’s Anti-Terrorism Policy.

g. **Preferred Bidder** – the bidder selected as being the organisation to whom the Humanitarian Leadership Academy intends to offer the contract for the work within this ITT, subject to satisfactory due diligence checks.

h. **Specification** - any specification for the Goods and/or Services, including any related plans and drawings, supplied by the Humanitarian Leadership Academy to the Supplier, or specifically produced by the Supplier for the Humanitarian Leadership Academy, in connection with the tender.

i. **Supplier** - the party which provides Goods and/or Services to the Humanitarian Leadership Academy.

2. The Contract

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

3. Late tenders

Tenders received after the Closing Date will not be considered, unless there are, in the Humanitarian Leadership Academy’s sole discretion, exceptional circumstances which have caused the delay.

4. Correspondence

All communications from Bidders to the Humanitarian Leadership Academy relating to the tender must be in writing and addressed to the person identified in the Tender Information Pack. Any request for information should be received at least 5 days before the Closing Date, as defined in the Invitation to Tender. Responses to questions submitted by any Bidder will be circulated by the Humanitarian Leadership Academy to all Bidders to ensure fairness in the process.
5. Acceptance of tenders

The Humanitarian Leadership Academy may, unless the Bidder expressly stipulates to the contrary in the tender, accept whatever part of a tender that the Humanitarian Leadership Academy so wishes. The Humanitarian Leadership Academy is under no obligation to accept the lowest or any tender.

6. Alternative offer

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

7. Prices

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

8. No reimbursement of tender expenses

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

9. Non Disclosure and Confidentiality

Bidders must treat the Invitation to Tender, contract and all associated documentation (including the Specification) and any other information relating to the Humanitarian Leadership Academy’s employees, servants, officers, partners or its business or affairs (the “Confidential Information”) as confidential. All Bidders shall:

a) recognise the confidential nature of the Confidential Information;

b) respect the confidence placed in the Bidder by the Humanitarian Leadership Academy by maintaining the secrecy of the Confidential Information;

c) not employ any part of the Confidential Information without the Humanitarian Leadership Academy’s prior written consent, for any purpose except that of tendering for business from the Humanitarian Leadership Academy;

d) not disclose the Confidential Information to third parties without the Humanitarian Leadership Academy’s prior written consent;

e) not employ their knowledge of the Confidential Information in any way that would be detrimental or harmful to the Humanitarian Leadership Academy;

f) use all reasonable efforts to prevent the disclosure of the Confidential Information to third parties;

g) notify the Humanitarian Leadership Academy immediately of any possible breach of the provisions of this Condition 9 and acknowledge that damages may not be an adequate remedy for such a breach.

10. Award Procedure

The Humanitarian Leadership Academy’s Tender Review Committee will review the Bidders and their tenders to determine, in accordance with the Award Criteria, whether they will award the contract to any one of them.
11. Information and Record Keeping

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

12. Anti-Fraud, Bribery and Corruption

All Bidders are required to comply fully with the Humanitarian Leadership Academy’s Anti-Bribery and Corruption Policy (attached to these Conditions).

13. Safeguarding

All Bidders are required to comply fully with the Humanitarian Leadership Academy’s Safeguarding of Children and Vulnerable Adults Policy (attached to these Conditions).

14. Exclusion Criteria

Any Bidder is required to confirm in writing that:

- Neither it nor any related company to which it regularly subcontracts is insolvent or being wound up, is having its affairs administered by the courts, has entered into an arrangement with creditors, has suspended business activities, is the subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;

- Neither it nor a company to which it regularly subcontracts has been convicted of fraud, corruption, involvement in a criminal organisation, any money laundering or terrorism-related offence, any offence concerning professional conduct, breaches of applicable labour law or labour tax legislation or any other illegal activity by a judgment in any court of law whether national or international;

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

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

15. Conflict of Interest / Non Collusion

Any Bidder is required to confirm in writing:

- That it is not aware of any connection between it or any of its directors or senior managers and the trustees, directors and staff of the Humanitarian Leadership Academy which may affect the outcome of the selection process. If there are such connections the Bidder is required to disclose them.

- Whether or not there are any existing contacts between the Humanitarian Leadership Academy, and any other organisation within the wider Save the Children group, and it and if there are any arrangements which have been put in place over the last twenty four (24) months.

- That it has not communicated to anyone other than the Humanitarian Leadership Academy the amount or approximate amount of the tender.
• That it has not and will not offer pay or give any sum of money commission, gift, inducement or other financial benefit directly or indirectly to any person for doing or omitting to do any act in relation to the tender process.

16. Assignment and novation

All Bidders are required to confirm that they will if required be willing to enter into a contract on similar terms with either the Humanitarian Leadership Academy or any other organisation within the wider Save the Children group if so required.
PART 3: TERMS AND CONDITIONS OF PURCHASE

1. Definitions and Interpretation

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

2. Quality and Defects

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

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

3. Ethical Standards

3.1. The Supplier shall observe the highest ethical standards during the performance of its obligations under this Contract including international labour standards promoted by the International Labour Organisation specifically in the areas of child labour and forced labour.

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

3.3. The Supplier shall comply with the following Customer Policies, which are available upon request: Safeguarding Children and Vulnerable Adults, Anti-Terrorism, and Anti-Fraud, Bribery and Corruption.

4. Delivery / Performance

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

4.2. Where the date of delivery of the Goods or of performance of Services is to be specified after issue of the Order, the Supplier shall give the Customer reasonable written notice of the specified date.
4.3. Delivery of the goods shall take place and title in the Goods will pass on the completion of the physical transfer of the goods from the Supplier or its agents to the Customer or its agents at the address specified in the Order.

4.4. Risk of damage to or loss of the Goods shall pass to the Customer in accordance with the relevant provisions of Incoterms rules as in force at the date the Contract is made or, where Incoterms do not apply, risk in the Goods shall pass to the Customer on completion of delivery.

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

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

5. Indemnity
The Supplier shall indemnify the Customer in full against all liability, loss, damages, costs and expenses (including legal expenses) awarded against or incurred or paid by the Customer as a result of or in connection with any act or omission of the Supplier or its employees, agents or sub-contractors in performing its obligations under this Contract, and any claims made against the Customer by third parties (including claims for death, personal injury or damage to property) arising out of, or in connection with, the supply of the Goods or Services.

6. Price and Payment
Payment in arrears will be made as set out in the Order and the Customer shall be entitled to offset against the price set out in the Order all sums owed to the Customer by the Supplier.

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

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

a) becomes insolvent, goes into liquidation, makes any voluntary arrangement with its creditors, or becomes subject to an administration order; or

b) is in material breach of its obligations under the Contract or is in breach of its obligations and fails to remedy such breach within 14 days of written request from the Customer.

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

8. Supplier’s Warranties
8.1. The Supplier warrants to the Customer that:

a) it has all necessary internal authorisations and all authorisations from all relevant third parties to enable it to supply the Goods and the Services without infringing any applicable law, regulation, code or practice or any third party’s rights;
b) it will not and will procure that none of its employees will accept any commission, gift, inducement or other financial benefit from any supplier or potential supplier of the Customer; and

c) the Services will be performed by appropriately qualified and trained personnel, with the best care, skill and diligence and to such high standard of quality as it is reasonable for the Customer to expect in all the circumstances.

9. Force majeure

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

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

10. General

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

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

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

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

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

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

10.7. A person who is not a party to the Contract shall not have any rights under or in connection with it.
PART 4: THE HUMANITARIAN LEADERSHIP ACADEMY’S SAFEGUARDING OF CHILDREN AND VULNERABLE ADULTS POLICY

Our values and principles

Child abuse is when anyone under 18 years of age is being harmed or isn't being looked after properly. Abuse can also be directed at vulnerable adults. **Vulnerable adults** are those aged 18 years or more who either identify themselves as unable to take care of themselves or protect themselves from harm or exploitation, or due to their gender, age or physical illness, mental health, learning or physical disabilities, as well as disasters and conflicts, and who are unable or unwilling as a result to identify themselves as vulnerable or subject to abuse, but are deemed at risk, because they are or may be unable to take care of themselves or protect themselves from harm or exploitation.

The abuse can be physical, sexual, emotional or neglect. The abuse and exploitation of children and vulnerable adults happens in all countries and societies across the world. Abuse towards children and vulnerable adults is never acceptable.

It is expected that all who work with the Academy are committed to safeguard children and vulnerable individuals whom they are in contact with.

What we do

The Academy is committed to safeguard children and vulnerable individuals through the following means:

**Awareness:** Ensuring that all staff and those who work with the Academy are aware of the problem of child and vulnerable person abuse and the risks to children and vulnerable adults.

**Prevention:** Ensuring, through awareness and good practice, that staff and those who work with the Academy minimise the risks to children and vulnerable adults.

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

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

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

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

8. Doing things for children or vulnerable adults of a personal nature that they can do themselves.

9. Condoning, or participating in, behaviour of children or vulnerable adults which is illegal, unsafe or abusive.

10. Acting in ways intended to shame, humiliate, belittle or degrade children or vulnerable adults, or otherwise perpetrate any form of emotional abuse.

11. Discriminating against, showing unfair differential treatment or favour to particular children or vulnerable adults to the exclusion of others.

12. Spending excessive time alone with children or vulnerable adults away from others.

13. Placing oneself in a position where one is made vulnerable to allegations of misconduct.

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

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

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

If you want to know more about the Safeguarding Children and Vulnerable Adults Policy then please contact your Academy manager.
PART 5: THE HUMANITARIAN LEADERSHIP ACADEMY’S ANTI-FRAUD, BRIBERY AND CORRUPTION POLICY

Our values and principles

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

What we do

The Academy is committed to preventing acts of bribery and corruption through the following means:

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

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

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

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

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

a) Paying or Offering a Bribe – where a person improperly offers, gives or promises any form of material benefit or other advantage, whether in cash or in kind, to another in order to influence their conduct in any way.

b) Receiving or Requesting a Bribe – where a person improperly requests, agrees to receive or accepts any form of material benefit or other advantage, whether in cash or in kind, which influences or is designed to influence the individual’s conduct in any way.

c) Receiving or Paying a so-called ‘Grease’ or ‘Facilitation’ payment – where a person improperly receives something of value from another party for performing a service or other action that they were required by their employment to do anyway.

d) Nepotism or Patronage – where a person improperly uses their employment to favour or materially benefit friends, relatives or other associates in some way. For example, through the awarding of contracts or other material advantages.

e) Embezzlement - where a person improperly uses funds, property, resources or other assets that belong to an organisation or individual.

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

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

h) Abuse of a Position of Trust – where a person improperly uses their position within their organisation to materially benefit themselves or any other party.
In order that the above standards of reporting and responding are met, **this is what is expected of you:**

You have a duty to protect the assets of the Academy from any form of corruption. Furthermore, you must immediately inform a member of the Academy Global Senior Leadership Team or the Academy Centre Director and not to anyone else. Failure to report will be treated as serious and may result in termination of any agreement with The Academy.

You are obliged to:-

- act quickly and get help
- encourage your own staff to report on bribery and corruption
- contact a member of the Academy Global Senior Leadership Team or Country Director with your concerns immediately (or their senior manager if necessary)
- keep any information confidential to you and the manager.

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

If you want to know more about the Anti-Fraud, Bribery and Corruption Policy then please contact your Academy representative.
PART 6: THE HUMANITARIAN LEADERSHIP ACADEMY’S ANTI-TERRORISM POLICY

Our values and principles

The Academy requires that all partners, suppliers, sub-contractors, agents or individual engaged by the Academy complies with all laws, including, specifically, the laws of the United Kingdom, the United States, the European Union and the United Nations, as well as any other applicable legal or regulatory requirements, such as local laws.

The Academy recognises its impact internationally and sometimes operates in High Risk countries where the need can be the greatest. The Academy is able to gain access to communities that sometimes agencies find hard to reach and work to deliver in extreme or adverse conditions.

The Academy, along with other charities, condemns terrorist acts and those who promote and fund such activities.

What we do

The Academy is committed to preventing acts of terrorism through the following means:

Awareness: Ensuring that all staff and those who work with the Academy are aware of the problem of terrorism.

Prevention: Ensuring that Academy funds and/or resources are not used to support terrorism.

Reporting: Ensuring that action is taken to report any known or suspected acts of terrorism, or connections between Academy partners and terrorist organisations.

Responding: Ensuring that action is taken to prevent terrorism or the support of terrorism.

To help you identify cases of terrorism being support, behaviour which must be reported includes but is not limited to the belief or suspicion that Academy staff or a third party:

- has sought to raise finds or secure property for the purposes of terrorism;
- has received funds or property for the purposes of terrorism;
- is providing funds or property to another with the intention or suspicion that it is to be used for the purposes of terrorism;
- uses or possesses any money or property for the purposes of terrorism; and/or
- becomes concerned in an arrangement relating to such matters above;

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

You have a duty to protect the Academy from involvement in any form of terrorist activity. Furthermore, you must immediately inform a member of the Academy Global Senior Leadership Team or the Academy Centre Director and not to anyone else. Failure to report will be treated as serious and may result in termination of any agreement with The Academy.

You are obliged to:-

- act quickly and get help
- encourage your own staff to report on terrorist activity
- contact a member of the Academy Global Senior Leadership Team or Country Director with your concerns immediately (or their senior manager if necessary)
- keep any information confidential to you and the manager.
There is **no minimum** amount for an incident to be reportable. If you want to know more about the Anti-terrorism Policy then please contact your Academy representative.