INVITATION TO TENDER

Framework agreement: Design, development and delivery of blended learning initiatives¹ within the humanitarian sector

The Humanitarian Leadership Academy (“the Academy”) is seeking tenders from organisations or individuals to join a framework agreement for designing, developing and delivering blended learning initiatives to those working or volunteering with the humanitarian sector. The framework agreement will be valid for two years, until June 2020.

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 Alessandra De Guio, Humanitarian Learning Advisor at a.deguio@Humanitarian.Academy. Files should be named as follows: “[Your company name] – Academy blended learning initiatives 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 12 pm (UK Time), 11/06/2018 (“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 Alessandra De Guio, Humanitarian Learning Advisor in writing at a.deguio@Humanitarian.Academy.

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

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¹ Learning products that combine both self-guided learning with face-to-face elements (from Academy’s glossary [https://www.humanitarianleadershipacademy.org/glossary/](https://www.humanitarianleadershipacademy.org/glossary/))
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 a 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 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.

More information on the Academy’s learning approach is available here; you can also find our learning strategy here.

Relevancy, accessibility and scalability of learning solutions are the foundation of the Academy's approach to learning. To achieve this, the Academy aims to offer different types of learning initiatives. Below are two examples of thematic learning content that have been developed and delivered:

- **“Humanitarian essentials pathway”** (2016): a self-guided and self-directed online learning programme focusing on the core knowledge and skills all humanitarians are required to have; the programme is available here.

- **“Humanitarian Essentials Part 1”** (2017): a Massive Open Online Course (MOOC) requiring participation to online learning and activities for 4 weeks, and focusing on one domain of competencies identified in the sector as “Understanding humanitarian context and applying humanitarian principles”.

The first example represents what the Academy calls “level 1” learning: open, self-guided and self-directed learning that is accessible across the sector. The second represents the “level 2” learning: guided and structured blended learning with proactive engagement of users. The Humanitarian Essentials Part 1 MOOC combined a collection of freely accessible online resources (Humanitarian Essentials Pathway), active engagement of users through online forum, and webinars run by experts in this field. Learners were asked to produce a case study that drew on their own experience, which were published alongside the course.

As well as this kind of cross-cutting, foundational learning, the Academy offers learning on more specific topics and for more specific contexts. The examples given above are therefore indicative only. The topic, audience and approach of MOOCs that are run under this framework will be discussed with framework providers on a case-by-case basis.

Those contracted under this framework agreement will be contracted under the Terms and Conditions of Purchase in Part 2, below.
2. Indicative blended learning initiatives planned in year one

The main fields of investment in year one will be two humanitarian essentials MOOCs; they are briefly explained in the box below and should be implemented between Q3 of 2018 and Q1 of 2019. Additional MOOCs and webinars on other topics may also be delivered under this framework, particularly in 2019 and beyond.

The primary target audience for both MOOCs is entry-level humanitarians; humanitarians at mid-career level, who want to refresh their core competencies, will find these MOOCs useful as well. Below are more details about the MOOCs to be delivered in year one.

**Humanitarian Essentials MOOC: “ACHIEVING RESULTS and WORKING ACCOUNTABLY WITH OTHERS”**

To cover the following competencies from the Core Humanitarian Competency Framework:

- **Domain - Achieving Results**
  1. Ensuring programme quality and impact
  2. Working accountably

- **Domain - Developing and Maintaining collaborative relationships**
  3. Listening and creating dialogue
  4. Working with others.

**Humanitarian Essentials MOOC: “RISKS, SECURITY and WELL-BEING”**

To cover the following competencies from the Core Humanitarian Competency Framework:

- **Domain - Operating safely and securely at all times**
  1. Minimising risk to crisis-affected people, partners and stakeholders
  2. Managing personal safety and security

- **Domain - Managing in a pressured and changing environment**
  3. Adapting and coping

Competencies are described in the [Core Humanitarian Competency Framework](#).

Both MOOCs will have similar elements to the Humanitarian Essentials Part 1 MOOC, offered in 2017, but with some adaptation as informed by lessons learned from MOOC Part 1 and as needed based on the topics.

The interactivity that the MOOC offers is fundamental in creating a user space to reflect, practice and dig deeper into the identified competency areas. We aim to reach at least 2000 users with both MOOCs. This action aims to contribute to the creation of a pool of humanitarian workers with basic knowledge and competencies in specific areas. Upon completion of the modules and assignments, and passing the final quiz, users/learners are granted certificates and open badges.

The main goal for both MOOCs is to provide entry-level humanitarians with access to a blended and structured learning experience that builds on self-guided and self-directed learning resources, and takes learners to the next level of practice and experience-sharing with peers and experts.

It is expected that, given the level of engagement provided by the MOOCs, learners can practice and dig deeper into the topics; they will hence gain more than the knowledge increase provided by a self-guided and self-directed learning.
3. The aims of this ITT

This ITT seeks responses from organisations to join a framework agreement for designing, developing and delivering blended learning initiatives for those working in the humanitarian space. The Academy expects to contract one organisation under this agreement.

The areas of focus in year one will be to develop two Humanitarian Essentials MOOCs. Additional areas of focus in year one and year two could include:

- Design, develop, deliver blended learning initiatives on topics identified through the learning needs assessment planned for mid-2018 and as part of other services that we wish to provide to those organisations working in the humanitarian space: this can include MOOCs, webinars (single or series), on line discussions and other learning activities.
- Evaluate and gather lessons learned for future implementation of blended learning initiatives.

4. Desired skills and requirements

- Extended experience in assessing needs, designing, developing and delivering blended learning initiatives for a variety of humanitarian target audiences
- Experience with user-centred design
- Expertise in innovative learning technologies and methodologies
- Familiarity with different approaches to assessing learners’ achievements
- Experience in monitoring and evaluating blended learning projects
- Experience in using Totara/Moodle-based learning platforms
- Knowledge and experience about inclusion issues and gender sensitivity in learning, including Web Content Accessibility Guidelines (WCAG)²
- Experience in working in a multicultural environment, remotely, and with teams based in different locations
- Agile project management: ability to adapt learning projects to changing learning needs and/or user feedbacks.
- Familiarity with humanitarian issues and humanitarian learning, including challenges for access to on line resources
- Ability to adapt learning content and methodologies to different contexts

5. Proposal content

Proposals should include:

- Broad development approach, taking into account the specification above.
- Example of relevant projects, include access to examples where possible.
- Top-level information about the team members who would be involved in the various learning projects under this framework agreement.
- 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.

² https://www.w3.org/WAI/intro/wcag
6. Indicative projects
Projects will be discussed on a case-by-case basis but are likely to include:

- Assessment, design, development, delivery of MOOCs in a wide range of humanitarian topics;
- Design, development and delivery of webinars (single or series);
- Evaluation and gathering of lessons learned for future implementation of blended learning initiatives;
- Tailored support to Academy Centres teams to implement blended learning initiatives in their contexts.

7. Indicative budget
We expect to commission approximately one to three blended learning projects per year. Each individual project is likely to be between £5,000 and £50,000, depending on the size and scope.

8. Timeline

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<thead>
<tr>
<th>Task</th>
<th>Date</th>
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<tbody>
<tr>
<td>ITT published</td>
<td>12/05/2018</td>
</tr>
<tr>
<td>Deadline for responses</td>
<td>12pm, 11/06/2018</td>
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<tr>
<td>Shortlisting of applicants</td>
<td>w/c 11/06/2018</td>
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<tr>
<td>Follow-up calls as appropriate</td>
<td>w/c 11/06/2018</td>
</tr>
<tr>
<td>Preferred bidder notified</td>
<td>w/c 11/06/2018</td>
</tr>
<tr>
<td>Contracts finalised</td>
<td>w/c 18/06/2018</td>
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9. 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.

1. Solution fits with the Humanitarian Leadership Academy, particularly the items listed in point 4 above (Desired skills and requirements).
2. Quality of the proposal: Quality and clarity of the written response, and of any onsite presentation (if requested).
3. Timeliness of the response.
4. Recognition of and response within the ITT process as presented.
5. 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.
6. 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.
7. 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.
8. Bidder’s organisational profile, including financial sustainability, relevant certification and/or accreditation, and the ability to provide satisfactory client references.

10. 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 subcontractors 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 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.