**Norwegian Refugee Council (NRC)**

**CONSULTANCY TENDER**

23 March 2021

**Our reference: 2021\_16 NRC IASC Review**

##### **INVITATION TO TENDER FOR ‘International Consultancy for the IASC Review of the Implementation of the IASC Protection Policy’**

The Norwegian Refugee Council (NRC) is an independent, humanitarian, non-profit, non-governmental organisation which provides assistance, protection and durable solutions to refugees. As host organisation for the purpose of the Inter-Agency Standing Committee (IASC) Review, NRC is seeking an international consultancy to undertake the IASC Review of the implementation of the IASC Protection Policy.

NRC invites submissions from interested and qualified consultants to participate in the tender for the provision of this consultancy service.

Any request for clarification must be received by NRC in writing at least 5 working days before the deadline for submission of tenders. NRC will reply to bidders' questions at least 2 working days before the deadline for submission of tenders. Questions regarding the assignment, can be addressed to anthony.nolan@nrc.no

Costs incurred by the bidder in preparing and submitting the tender proposals will not be reimbursed.

We look forward to receiving your submission on or before **23:59 (Geneva time) Sunday 23 May 2021**, through the email address ch.gvatenders@nrc.no. The bid application should be titled ‘**IASC Protection Policy Review’**

This ITB document contains the following:

* This cover Letter
* Section 2: Bid Data sheet
* Section 3: NRC Invitation to bid general terms & condition
* Section 4:Technical description of the Bid
* Section 5: Bidding form
* Section 6: Consultancy Provision Schedule
* Section 7: Company Profile and Previous Experience
* Section 8: Suppliers Ethical Standards Declaration

**SECTION 2**

**Bid Data Sheet**

1. **BACKGROUND DATA**

|  |  |
| --- | --- |
| Consultancy Name: IASC Protection Policy Review | Contract Number: 2021\_16 NRC IASC Review |

This bid is issued by Norwegian Refugee Council (NRC office in Geneva, Switzerland. Any correspondence should be addressed to Anthony Nolan: anthony.nolan@nrc.no

1. **SCOPE OF SERVICE**

The Contracts eligible for bidding are:

|  |  |  |  |
| --- | --- | --- | --- |
| **Contract No.** | **Country** | **Location** | **Service Description**  |
| 2021\_16 NRC IASC Review | Switzerland | Geneva | **IASC Protection Policy Review** |

 Please refer to the service specifications in section 4

1. **SCHEDULE & DEADLINE FOR SUBMISSION**

The deadline for submission of bids is **23:59 (Geneva time) Sunday 23 May 2021.** Late bids will not be accepted.

|  |  |  |
| --- | --- | --- |
|  | **DATE** | **TIME\*** |
| Invitation to Bid release | Friday 16 April 2021 |  |
| Deadline for request for any clarifications from NRC | Sunday 16 May 2021 | 23:59 (Geneva time) |
| Last date on which clarifications are issued by NRC | Wednesday 19 May 2021 | 23:59 (Geneva time) |
| Deadline for submission of tenders (receiving date, not sending date) | Sunday 23 May 2021 | 23:59 (Geneva time)  |
| Tender opening session by NRC  | tbc | tbc |
| Notification of award to the successful tenderer | tbc | tbc |
| Signature of the contract | tbc | tbc |

\* All times are in the local time of Geneva, Switzerland

Please note all dates are provisional dates and NRC reserves the right to modify this schedule.

1. **MANNER OF SUBMISSION:**

Please submit your bids in accordance with the requirements. Complete bid documents shall be sent by email to ch.gvatenders@nrc.no not later than **23:59 (Geneva time) Sunday 23 May 2021**. Only submission made via this email address will be acceptable and eligible for review.

1. **ASSESSMENT CRITERIA**

Award of the contract(s) will be based on the following:

**Step 1: Administrative compliance check**

Bidders must provide evidence of the following for their bid to be considered compliant:

1. Sections 5-9 completed, signed and stamped
2. Bidder has included a copy of their valid business licence

**Step 2: Technical Evaluation**

A Technical Evaluation of all bids received will be conducted to shortlisted bidders. Criteria that will be used to evaluate and score the bids are outlined in Section 3, Clause 25

**Step 3: Financial Evaluation**

Price in comparison to NRC established expectation and in comparison to other bidders of comparable technical quality

1. **BIDDER’S CHECKLIST**

|  |  |  |
| --- | --- | --- |
| **Description** | **To be filled by bidder** | **To be filled by NRC bid committee** |
|  | **Included?** | **Present & complete?** | **Comments** |
| **Step/ document to be submitted with tender** | **Yes** | **No** | **Yes** | **No** |  |
| Complete tender package delivered before the deadline specified in Section 2 - Bid Data Sheet - **Compulsory** |  |  |  |  |  |
| Section 4 –Service Provision – completed, signed & stamped – **Compulsory** |  |  |  |  |  |
| Section 5 – Bidding Form – completed, signed & stamped – **Compulsory** |  |  |  |  |  |
| Section 6 – Service Provision Schedule - signed & stamped – **Compulsory** |  |  |  |  |  |
| Section 7 – Company profile & experience – completed, signed & stamped – **Compulsory** |  |  |  |  |  |
| Section 8 – Service provision description and pricing proposal – completed, signed & stamped – **Compulsory** |  |  |  |  |  |
| Section 9 – Supplier ethical standards declaration – signed & stamped – **Compulsory** |  |  |  |  |  |
| **Supporting documents** |  |  |  |  |  |
| Copy of company registration – **Compulsory** |  |  |  |  |  |
| Copy of tax registration – **Compulsory** |  |  |  |  |  |
| Copies of past contracts/ POs as proof of experience |  |  |  |  |  |
| Copies of Company Director(s) ID – **Compulsory** |  |  |  |  |  |

|  |  |  |
| --- | --- | --- |
| **To be filled in by NRC bid committee only** | **Eligible** | **Ineligible** |
| **Outcome of administrative eligibility check.** |  |  |

**SECTION 3**

**NRC Invitation to bid - General Terms & Conditions**

1. **SCOPE OF BID**
	1. The bid is based on the scope of the assignment as determined in the Bid Data Sheet (Section 2). The instruction to bidders should be read in conjunction with the Bid Data Sheet.
	2. The successful Bidder will be expected to complete the assignment by the Intended Completion Date specified in the contract to be signed
2. **CORRUPT PRACTICES**
	1. **Norwegian Refugee Council** requires Employees, Bidders and Contractors, to observe standards of ethics during procurement and the execution of contracts. In pursuit of this, Norwegian refugee Council defines, for the purposes of this provision, the terms set forth below as follows:
	2. “Corrupt practice” includes the offering, giving, receiving, or soliciting of anything of value to influence the action of a public official in the procurement process or in contract execution; and
	3. “Fraudulent practice” includes a misrepresentation of facts in order to influence a procurement process or the execution of a contract to the detriment of the Norwegian Refugee Council, and includes collusive practices among Bidders prior to or after bid submission designed to establish bid prices at artificial, non-competitive levels and to deprive the Norwegian Refugee Council of the benefits of free and open competition;
	4. In any case where fraud or corruption is identified, NRC will:
* reject any bids where the Bidder has engaged in corrupt or fraudulent practices in competing for the Contract;
* remove bidding contractors who engage in fraudulent or corrupt practices, from our prequalified list
* liaise with District Officials to report if fraudulent or corrupt practices are identified
* terminate works
	1. Any communications between a Bidder and the Norwegian Refugee Council related to matters of alleged fraud or corruption must be made in writing and addressed to the Country Director in Geneva, Switzerland Cecilia Roselli (cecilia.roselli@nrc.no)
1. **ELIGIBLE BIDDERS**
	1. A Bidder shall meet the following criteria to be eligible to participate in NRC procurement of Services:
2. the bidder, at the time of bid, is not:
	* 1. insolvent;
		2. in receivership;
		3. bankrupt; or
		4. being wound up
3. the bidder’s business activities have not been suspended;
4. the bidder is not the subject of legal proceedings for any of the circumstances in (b); and
5. The bidder has fulfilled his or her obligations to pay taxes and social security contributions. In a case where VAT is included in a bid, a copy of the VAT certificate must accompany the bid. A Bidder, and all parties constituting the Bidder including sub-contractors, shall not have a conflict of interest. All Bidders found to have a conflict of interest shall be disqualified. A Bidder may be considered to have a conflict of interest with one or more parties in this bidding process, if they have a relationship with each other, directly or through common third parties, that puts them in a position to have access to information about or influence on the bid of another Bidder, or influence the decisions of the Norwegian Refugee Council regarding this bidding process
	1. A Bidder whose circumstances in relation to eligibility change during a procurement process or during the execution of a contract shall immediately inform the Norwegian Refugee Council.
	2. NRC reserves the right to refuse a bid at any time if the bidder or one of its sub-contractors provided material support or resources to any individual or entity that commits, attempts to commit, advocates, facilitates, or participates or is found guilty of fraud, active corruption, collusion, coercive practice, bribery, involvement in a criminal organization or illegal activity, or immoral human resources practices, including but not limited to: child labour, non-discrimination, freedom of association, payment of the legal national minimum wage, and forced labour.
6. **JOINT VENTURES, CONSORTIA AND ASSOCIATIONS**

Bids submitted by a joint venture, consortium or association of two or more firms as partners will only be accepted in exceptional circumstances.

1. **ONE BID PER BIDDER PER WORK**

Each Bidder shall submit only one Bid per contract. A Bidder who submits or participates in more than one bid per contract will cause all the bids with the Bidder’s participation to be rejected.

1. **COST OF BIDDING**

The Bidder shall bear all costs associated with the preparation and submission of his Bid, and the Norwegian Refugee Council shall not be responsible or liable for those costs, regardless of the conduct or outcome of the bidding process.

1. **INSPECTION**

NRC is obliged to ensure that its procurement decisions are clearly justified and documented and keeping within the Donors mandatory principles. In that regard, full and on-the-spot access must be granted to representatives of NRC, the Donor or any organisation or person mandated by it, to premises belonging to NRC or its contractors. The right to access shall include all documents and information necessary to assess, or audit the implementation of the contract

1. **OBTAINING AND COMPLETING BIDDING DOCUMENTS**
	1. Bidders who did not obtain the Bidding Document directly from the Norwegian Refugee Council will be rejected during evaluation. Where a Bidding Document is obtained from the Norwegian Refugee Council on a Bidder’s behalf, the Bidder’s name must be registered with the Norwegian Refugee Council at the time of issue.
	2. The Bidder is expected to examine all instructions, forms, terms, and specifications in the Bidding Document. Failure to furnish all information or documentation required by the Bidding Document may result in the rejection of the bid.
2. **CLARIFICATION OF BIDDING DOCUMENT**

A prospective Bidder requiring any clarification of the Bidding Document shall contact the Norwegian Refugee Council in writing. The Norwegian Refugee Council will respond in writing to any request for clarification before the deadline for clarification of bids. The Norwegian Refugee Council shall forward copies of its response to all Bidders who have acquired the Bidding Document, including a description of the inquiry but without identifying its source.

1. **AMENDMENT OF BIDDING DOCUMENT**
	1. At any time prior and until 48 hours prior to the deadline for submission of bids, the Norwegian Refugee Council may amend or cancel the Bidding Document by informing the bidders in writing.
	2. To give prospective Bidders reasonable time in which to take an amendment or cancellation into account in preparing their bids, the Norwegian Refugee Council can, at his discretion, extend the deadline for the submission of bids.
2. **LANGUAGE OF BID**
	1. The bid, as well as all correspondence and documents relating to the bid shall be written in English.
	2. Supporting documents and printed literature that are part of the bid may be in another language provided they are accompanied by an accurate translation of the relevant passages in English, in which case, for purposes of interpretation of the Bid, such translation shall govern.
3. **DOCUMENTS COMPRISING THE BID**
	1. The bid submitted by the Bidder shall comprise the following:
* Signed and stamped Consultancy’s Biding form in Section 5
* Any other information and documents requested in Section 4.
* Timetable provision Schedule (as in Section 6)
* Consultancy Profile and Previous experience, including Curriculum Vital of personnel to be included (as in Section 7)
* Service Description and Pricing Proposal (as in Section 8)
* Signed and stamped Supplier Ethical Standards Declaration in Section 9
	1. All forms must be completed without any alterations to the format, and no substitutes shall be accepted.
	2. All blank spaces shall be filled in with the information requested.
	3. Proof of registration (business registration documents and/or VAT or company tax registration. If the consultant is a sole-trade (self-employed) a confirmation of the status from a certified accountant or the tax authorities is mandatory. For any self-employed person based in European country, a sole-trade certificate/registration document is required. If the sole trade consultant is from the US, a certificate from his/her registered account is sufficient.
1. **BID PRICE FOR CONSULTANCY CONTRACT**
	1. Bid prices are for complete contracts. Contracts cannot be subdivided into pieces. Where a bid is submitted, all relevant services must be offered.
	2. One financial offer (Excel) detailing the budget in EUR or CHF.
	3. Items for which no rate or price is entered by the Bidder will be as not quoted.
	4. Unless otherwise specified in Section 2 - the Bid Data Sheet, all duties, taxes and other levies payable by the contractor under the contract, shall be included in the total bid price submitted by the bidder.
	5. For bidder subject to VAT, VAT should be mentioned in the offers
	6. For Bidder subject to social benefits to respective authorities, such as and not limited to social insurance, travel insurance, vacation payments, these should not be mentioned, these are the absolute responsibility of the bidder.
	7. The prices submitted by any Bidder shall be checked for arithmetical errors and for what might be considered unreasonable rates during the evaluation. Where errors are identified one or more of the following steps may be taken:
2. If any rates are considered to be unrealistic or unreasonable they may be altered by mutual agreement, provided that no alteration shall be made in the amount of the Bid.
3. If any arithmetical errors are detected in an otherwise acceptable bid, and the Bidder, on being so notified, is prepared to confirm his bid and if the Bidder is subsequently awarded the contract, then the Bid shall be altered to reflect the difference.
4. The Bidder is reminded that it is entirely his responsibility to ensure the accuracy of his bid. No alteration will be made to the bid after its submission on the grounds of any arithmetical errors subsequently discovered except as provided above.
5. **CURRENCIES OF BID AND PAYMENT**

All prices shall be quoted by the Bidder in EUR or CHF unless otherwise stated. Similarly, all payments will be made in EUR or CHF.

1. **BID VALIDITY**
	1. Bids shall remain valid for a period of 90 calendar days after the date of the bid submission deadline as prescribed by Norwegian Refugee Council. A bid valid for a shorter period shall be rejected as non-compliant.
	2. In exceptional circumstances, prior to the expiration of the bid validity period, the Norwegian Refugee Council may request Bidders in writing to extend the period of validity of their bids. A Bidder must confirm in writing his acceptance of the extension. In case of extension, modification of the bid is not permitted.
2. **ALTERNATIVE BIDS**

Bidders shall submit offers that comply with the requirements of the bidding documents, including the basic technical design as indicated in the drawings and specifications. Alternative bids shall not be considered unless otherwise indicated in Section 2 – the Bid Data Sheet.

1. **FORMAT AND SIGNING OF BID**

The Bidder shall prepare one set of bid documents per contract that he wishes to bid for. The bidder should hold a copy of the documents with himself, for reference purposes.

1. **EMAIL SUBMISSION FORMAT**
	1. The Bidder shall enclose the bid for the contract in an email. The subject of the email should clearly indicate – “IASC Protection Policy Review”
	2. If information or title is not correct the Norwegian Refugee Council will reject the bid.
	3. All information for presentation should be one email; subsequent emails, even before submission date will not be accepted and will be automatically rejected.
2. **DEADLINE FOR SUBMISSION OF BIDS**

Bids must be received by the Norwegian Refugee Council at the email given and no later than the date and time indicated in Section 2 - the Bid Data Sheet and associated information. Submission of information by other means will not be accepted.

1. **LATE BIDS**

The Norwegian Refugee Council shall not consider any bid that arrives after the deadline for submission as stipulated in Section 2 – the Bid Data Sheet. Any bid received by the Norwegian Refugee Council after the deadline for submission of bids shall be declared late and rejected.

1. **WITHDRAWAL AND REPLACEMENT OF BIDS**
	1. A Bidder may withdraw or replace its bid after it has been submitted at any time before the deadline for submission of bids by sending a written notice, signed by an authorized representative. Any corresponding replacement of the bid must accompany the respective written notice. All notices must be:
2. submitted as with Clauses 20 and 21, and in addition, the email shall be clearly marked “WITHDRAWAL” or “REPLACEMENT” and
3. received by the Norwegian Refugee Council prior to the deadline for submission of bids, in accordance with Section 2 – the Bid Data Sheet
	1. After the opening of bids, modifications to bids must be documented and any discussions reported in writing. A bid may be withdrawn at any stage, with written notice.
4. **CONFIDENTIALITY**
	1. Information relating to the examination, evaluation, comparison, and post-qualification of bids, and recommendation of contract award, shall not be disclosed to bidders or any other persons not officially concerned with such process until information detailing the best evaluated Bidder is communicated to all Bidders.
	2. Any effort by a Bidder to influence the Norwegian Refugee Council in the examination, evaluation, comparison, and post-qualification of the bids or contract award decisions may result in the rejection of its bid.
	3. From the time of bid opening to the time of Contract award, if any Bidder wishes to contact the Norwegian Refugee Council on any matter related to the bidding process, it should do so in writing.
5. **CLARIFICATION OF BIDS**

Norwegian Refugee Council may, at its discretion, ask any Bidder for a clarification of its Bid. The Norwegian Refugee Council’s request for clarification and the response shall be in writing. Any clarification submitted by a Bidder that is not in response to a request by the Norwegian Refugee Council shall not be considered. All requests for clarifications shall be copied to all bidders for information purposes. No change in the price or substance of the bid shall be permitted, except to confirm the correction of errors.

1. **BIDS VALIDATION**
	1. The Norwegian Refugee Council’s determination of a Bid’s validity is to be based on the contents of the bid itself, which cannot be corrected if determined to be invalid
	2. A valid bid is one that complies with all the terms, conditions, and specifications of the Bidding Document, without deviation or omission, which affects, or could affect;
2. the scope, quality, or performance of the services specified in the Contract; or
3. limits in any substantial way, the Norwegian Refugee Council’s rights or the Bidder’s obligations under the Contract
4. **EVALUATION OF BID**
	1. The Norwegian Refugee Council shall examine the legal documentation and other information submitted by Bidders to verify eligibility, and then will review and score bids according to the following criteria;
* professional competencies and expertise;
* previous experience;
* feasibility and quality of research framework;
* methods;
* overall cost of the proposal.
	1. In case of two contractors being scored the same in the evaluation, the one with the highest technical ranking will be awarded the contract
	2. Anti-money laundering, anti-bribery, anti-corruption and anti-terrorism legislation applicable in some jurisdictions may require NRC to verify the identity of the bidder prior to financial transactions. NRC reserves the right to use online screening tools to check the bidder’s record with regards to their possible involvement in illegal or unethical practices.
	3. The Norwegian Refugee Council reserves the right to reject all bids, and re-tender if no satisfactory bids are submitted
1. **AWARD PROCEDURE**
	1. The Norwegian Refugee Council shall award the Contract in writing, with an award letter, to the Bidder whose offer has been determined to be the best, before the end of the bid validity period
	2. Any bidder who has not been awarded a contract, will be notified in writing
	3. Until a formal contract is prepared and executed, the Award Letter shall constitute a binding agreement between the bidder and NRC.
	4. The Award Letter will state the sum that the Norwegian Refugee Council will pay the Contractor in consideration of the Works as prescribed in the Contract, and in accordance with the Bid.
	5. The Bidder is thereafter required to submit a Letter of Acceptance, confirming their wish to proceed with a contract.
2. **SIGNING OF CONTRACT**
	1. Upon receipt of the Letter of Acceptance, the Norwegian Refugee Council shall contact the successful Bidder to sign the Contract.
	2. Within an agreed timeframe, the successful Bidder shall sign, date, and return the Contract to the Norwegian Refugee Council.

**SECTION 4**

**SERVICE PROVISION: Technical description of the bid**

**Position**: International Research Consultancy to Review the Implementation of the IASC Protection Policy. (Open to team bids only)

**Duration**: 10 months

**Expected starting date**: May 2021

**Location**: Homebased, travel might be required

**Remuneration**: Competitive tender

The Norwegian Refugee Council (NRC) is an independent, humanitarian, non-profit, non-governmental organisation which provides assistance, protection and durable solutions to refugees. As host organisation for the purpose of the Inter-Agency Standing Committee (IASC) Review, NRC is seeking an international consultancy to undertake the IASC Review of the implementation of the IASC Protection Policy.

**1. Purpose of the consultancy**

The objective of the Review is to provide the IASC Principals with an analytical review of IASC Protection Policy implementation and provide recommendations to strengthening protection outcomes, manifested as the reduction of protection risks, over the next five years.

The Review will be conducted by a team of independent consultants in a manner that encourages whole-of-system engagement and buy-in for the Review and its findings and recommendations while ensuring that it leads to actionable recommendations.

**2. Consultancy assignment background**

The UN Secretary General’s 2012 Internal Review Panel on United Nations Action in Sri Lanka (IRP Report) led the IASC Principals to make protection a priority for the IASC agenda. As a result, in December 2013 the IASC Principals adopted a [*Statement on the Centrality of Protection in Humanitarian Action*](https://interagencystandingcommittee.org/system/files/2020-11/The%20Centrality%20of%20Protection%20in%20Humanitarian%20Action%20%28English%29.pdf)*,* highlighting that the "*protection of all persons affected and at risk must inform humanitarian decision-making and response, including engagement with States and non-State parties to conflict. It must be central to our preparedness efforts, as part of immediate and life-saving activities, and throughout the duration of humanitarian response and beyond*." This initiative was born out of a recognition that more concerted and whole-of-system effort is needed to address the most complex and severe risks of violence, coercion, and deliberate deprivation that people face in humanitarian crises.

In 2015, the IASC subsequently commissioned an independent [*Whole-of-System Review of Protection in Humanitarian Action*](https://interagencystandingcommittee.org/system/files/independent_whole_of_system_protection_review_report_may_2015.pdf) to examine the functioning of the humanitarian system against the aspiration presented in this IASC Principals policy statement. Drawing in part on the findings and recommendations of the review, in 2016 the IASC then adopted a [*Policy on Protection in Humanitarian Action*](https://interagencystandingcommittee.org/system/files/iasc_policy_on_protection_in_humanitarian_action.pdf) (hereafter referred to as the IASC Protection Policy) which further elaborated on the means of fulfilling the Centrality of Protection in practice.

Following the adoption of the IASC Protection Policy, protection was subsequently dropped as an IASC priority agenda item and there was no coordinated system-wide rollout or explanatory guidance to support its implementation. However, there is now widespread recognition that comprehensive risk reduction often necessitates multi-sectoral and multi-disciplinary efforts and, consequently, that many parts of the humanitarian system must work in concert for shared outcomes. It is also increasingly understood that some risks may necessarily entail the mobilization of capacities and actors from outside the humanitarian system, including the diplomatic community, in order to achieve the outcome of reduced risk.

In 2018, a [*Stocktake on the IASC Protection Policy and the Centrality of Protection*](https://reliefweb.int/sites/reliefweb.int/files/resources/ACFrOgAn10f6SodMiPBbH6sbC6xJ-RCO0T7KB5hfaDe-Lt-BylrCayqAP5CwswX5TYg5VHmcFI7VM9QcUjSwUsorkBkxkBymQjzzHZCpZuVdOLrCujqYdMm626EfZphS7onLdE84Q7X-ulUXsN8Y.pdf) was convened under the auspices of the Global Protection Cluster. It noted that much more system-wide work needs to be done to grapple with the practical implications of approaching protection as a collective outcome and to establish replicable good practice to reduce risk. This means changing harmful policies, practices, and behaviours as well as people's vulnerability and exposure to such harm. Collective, multi-disciplinary strategies as well as greater investment in dialogue with State and non-State parties to conflict were identified as key factors in achieving this goal.

In 2019, the IASC adopted a new two-year work plan and structure, including the Operations, Policy and Advocacy Group (OPAG) and five ‘Results Groups’ (RG) to coordinate around IASC priorities. Result Group 1 (RG1) focuses on Enhancing Operational Response, which seeks to revitalise coordinated efforts for the Centrality of Protection and support an IASC protection agenda. RG1 established a working group on Centrality of Protection (CoP WG), co-led by OCHA and InterAction, involving various UN and NGO stakeholders.

In December 2020, the OPAG endorsed a [Terms of Reference for the Review of the Implementation of the IASC Protection Policy](https://interagencystandingcommittee.org/system/files/2020-12/ENDORSED%20Final%20IASC%20Protection%20Policy%20Review%20ToRs.pdf). This Review is being undertaken five years after the adoption of the IASC Protection Policy with a view to informing concrete steps to strengthen the contribution of the international humanitarian system to protection outcomes.

**3. Scope of work**

The Review will consider implementation of the Policy across the humanitarian system and in range of humanitarian crises, including those related to armed conflict, other situations of violence, pandemics, and disasters.

1. It will examine whether and how:
2. There are changes in ways of working at global, regional and country level in relation to the IASC Protection Policy, including how the notion of protection outcomes and ways of working are set out, understood and implemented in practice by individual local, national, and international NGOs, NGO consortia, and UN entities, and reflected in the leadership, approaches and practices (including of the Humanitarian Programme Cycle) and of inter-agency fora, including clusters/sector working groups and sub-clusters/working groups, inter-sector working groups, Humanitarian Country Teams, IASC entities, including the Emergency Director’s Group.
3. There are changes in senior humanitarian leadership awareness, approaches, and practices in relation to the IASC Protection Policy at global and country-level, including by Humanitarian Coordinators, Humanitarian Country Team representatives, and the IASC Principals.
4. Individual organizations have sought to absorb and reinforce their roles and responsibilities and carry out concrete steps to place protection at the center of humanitarian action including through, for example, internal organizational policy, guidelines, toolkits, training, new management practices, how resources are allocated in support of protection outcomes, or other means.
5. The four commitments of the Policy are being implemented, including as they relate to preparedness measures and the mobilization of stakeholders beyond the humanitarian community, for example, peacebuilding and development actors, for their contributions to protection outcomes.
6. Donor entities have sought to absorb and support humanitarian actors to adopt the ways of working set out in the IASC Protection Policy through policies and guidelines – for example to enhance ways of working to achieve protection outcomes – funding priorities, or management of partnerships.

2. The Review will also examine examples whereby:

1. Significant investment has been made by any organization, inter-agency forum, or individual in a leadership role to adapt ways of working in accordance with the IASC Protection Policy, and what influence this has had on their decision-making, protection strategies, cultivation of relationships with other stakeholders, and programming.
2. Notable progress against protection outcomes has been made, how this progress is manifested, and the strategies and underlying practices and ways of working that contribute to this progress, including from the perspective of affected persons.
3. The Review will also provide an analysis of key challenges faced in implementation of the Policy and recommend steps to address these gaps. Recommendations will identify future priority actions, by the IASC as well as individual humanitarian actors and donor entities, to support and empower creative implementation of the Policy. This could include possible linkages with other IASC policy and accountability frameworks (e.g. IASC Gender Policy) or initiatives that could reinforce the Policy such as the UN Secretary-General’s [‘Call to Action for Human Rights’](https://www.un.org/sg/sites/www.un.org.sg/files/atoms/files/The_Highest_Asperation_A_Call_To_Action_For_Human_Right_English.pdf) (2020). In addition, it will provide information and recommendations for action to take now that will facilitate a future review of the impact of the Policy.
4. **Methodology and deliverables**

***Methodology* for the Review will include:**

1. Desk review of key documents associated with the IASC Protection Policy and selected major studies/reviews of protection.
2. Key informant interviews and/or questionnaires[[1]](#footnote-2) at multiple levels and representative of the diversity of the humanitarian community, geographic regions and crisis situations people work in. Interviews and questionnaires will include senior leaders and technical specialists in the humanitarian community as well as other, non-humanitarian, stakeholders, including:
* Individual humanitarian organizations – local and community-based organisations, national, and international NGOs and NGO consortia; UN entities; ICRC; donor entities. This should include frontline staff, programme managers, country directors/heads of office (especially members of Humanitarian Country Teams), regional level coordinators/directors, as well as HQ level policy and operational directors/leadership.
* International NGOs and UN entities working in humanitarian crises with a programmatic focus and/or mandate for peace operations, peacebuilding, and/or development.
* IASC Principals, IASC Deputies Forum, Chairs, participants of OPAG and Directors Group and other inter-agency mechanisms (such as the Peer to Peer Support and others).
* Resident Coordinators / Humanitarian Coordinators (RC/HCs) and Deputy Humanitarian Coordinators (DHCs) (past and present).
* Global Clusters, country level and sub-national cluster and AoR coordinators and active members of clusters and AoRs (e.g. core members and Steering Advisory Groups).
* Individuals leading and participating in IASC Results Groups.
* Other key individuals (e.g. expert staff deployed to RC/HC offices such as ProCap, GenCap or Human Rights Advisors, academics, etc.)
* Lead actors and other stakeholders of other initiatives (such as the Call to Action on Protection from GBV in Emergencies).
1. Workshops / Focus Group Discussions designed, tailored, and facilitated for critical reflection and dynamic discussion of key issues and themes emerging during the Review. These may include diverse participation or, alternatively, be designed to explore issues among a small sub-set of actors (e.g. a cluster; a group of HCs; a group of regional, national or local actors, etc.) within the humanitarian community and with affected people. In addition to providing an opportunity for deep dives into critical issues and scenarios, these discussions are expected to stimulate ownership and buy-in for the Review and its findings and recommendations.
2. Documentation of examples: while comprehensive country case studies are not expected, the Review should document a few detailed examples which illustrate the key issues and themes emerging from the findings. (Orientation on types of contexts that would be most relevant to focus on, e.g. ongoing armed conflicts, at least one L3, etc., to be developed during the inception phase).

***Key Deliverables* will be:**

1. An Inception Report providing the planned analytical approach, including detailed methodology and an initial identification of key issues and questions to be explored, priority benchmarks against which progress may be assessed, interviews and workshops to be conducted, and potential key issues to be documented.
2. A draft Review report (this should include a comprehensive outline/structure of the overall report, notional recommendations, and its annexes, and at least 65% of the main body of the report should be completed)
3. A final Review report, including:
* Explanation of the analytical approach, methodology, and constraints encountered.
* Essential and critical findings.
* Documented examples illustrative of the key issues, themes, and dynamics observed.
* Practical recommendations to strengthen IASC PP implementation, including ways of working at HQ and field level programming, to achieve protection outcomes in humanitarian action. These recommendations should avoid reiterating past recommendations but rather address opportunities to systematize good practice and overcome persistent and systemic constraints and barriers that inhibit achievement of protection outcomes and fulfillment of the aspiration articulated in the *IASC Principals Statement on the Centrality of Protection*. This may include inter-agency structures and decision-making practices.
* Annexes, including list of individuals interviewed (including organization and job role), documentation and literature consulted, documentation from workshops/focus group discussions held (including agenda, composition of participants, 1-page discussion summary).
1. Presentations of findings and recommendations in various inter-agency fora, including the IASC Principals, OPAG/EDG and other subsidiary bodies (TBD, as appropriate).

**5. Institutional and organisational arrangements**

This will be an institutional consultancy and will be commissioned to carry out the Review in accordance with these Terms of Reference.

NRC Geneva will take on the role of host agency for the administration of the Review process.

A small committee of IASC members will be formed to ensure system-wide support for the Review, perform oversight over the Review process, and act as a sounding board for the consultants. Regarding the substance of the issues being addressed, the full RG1 and its CoP sub-group will be the main fora for input on the Inception Report and draft Review report and will be expected to support a diverse cross-section of inputs.

Upon completion of the Review, the IASC’s Operations, Policy and Advocacy Group (OPAG) will develop a Management Action Plan to facilitate IASC-wide absorption and meaningful action on the Review findings and recommendations.

NRC will own the intellectual property rights to all materials submitted by the consultants under the contract. The consultants must therefore ensure that they have possession of any materials provided to NRC as a part of the deliverable. The rights to reproduce the reports will fall to NRC. NRC will be free to reproduce the materials at will and to grant reproduction rights.

**Duties of the institutional consultant (hereafter, *the Consultant*)**

* Reports should be submitted in Microsoft Word format, in UK English. All text should be unformatted. Graphs or other graphical devices should be editable (i.e. not pictures). All references must be cited according to convention, and detailed in a bibliography, using the Harvard system as set out in the [*UNESCO Style Manual*](http://unesdoc.unesco.org/images/0014/001418/141812e.pdf). All verbatim quotations must appear in quotation marks, and must not be of excessive length. All data collected under the consultancy must be submitted with the deliverables, in a widely recognised format such as Microsoft Excel.
* Everything submitted to NRC must be the original work of the Consultant. Any plagiarism in any form, or any other breach of intellectual property rights, will automatically disqualify the Consultant from receiving any further payments under the contract by NRC, and NRC will seek to recover any payments already made.
* The Consultant will follow [*Ethical Research Involving Children*](https://childethics.com/ethical-guidance/) *(https://childethics.com/)* guidance on the ethical participation of children. In addition, all participants in any study or other interaction will be fully informed about the nature and purpose of the interaction and their requested involvement. Informed consent must be obtained for any photographs, audio or video recordings, etc., in accordance with NRC’s policy on consent.
* Equipment to be used: the Consultant will use their own personal equipment.
* The Consultant is responsible for their own travel, health & accident insurance. NRC will include the Consultancy in NRCs travel insurance if traveling to high risk countries not covered by the Consultancy’s insurance.
* The Consultant is solely responsible for complying with all applicable taxation and social security laws and regulations
* International travels and subsistence costs:
	+ Travel arrangements will be made by NRC, according to NRC’s relevant travel policy.
	+ NRC will provide invitation letters if required by authorities for travels discussed and agreed with relevant Country Offices. The Consultant will be responsible for applying for their own visas, unless otherwise required by national authorities.
	+ The Consultant must observe all NRC security policies and regulations while working with NRC and while in NRC premises or vehicles. The Consultant agrees to observe NRC’s Code of Conduct for non-staff while working with NRC.

**Duties of NRC**

As host agency for the administration of the Review process, NRC Geneva will:

* act as the budget-holder for the Review
* lead the competitive bidding and hiring process of the consultancy team with the support of small and diverse peer group of IASC members
* contract and provide day to day management of the consultants
* facilitate in-country hosting arrangements as needed
* support consultant travel arrangements.

**6. Implementation schedule and estimated inputs**

The total expected time for the Review is estimated at 10 months. The consultancy is expected to start in May 2021 and to be completed by February 2022.

|  |  |  |
| --- | --- | --- |
| Phase 1 | * Initial review of the ToR and associated documents
* Consult with key stakeholders regarding expectations of the Review and its methodology
* Design detailed Review methodology and sequencing
* Produce draft Inception Report
* Receive input from RG1, OPAG Review Committee, and finalise Inception Report
 | 6 weeks  |
| Phase 2  | * Desk Review
* Key Informant Interviews and surveys
* Stakeholder Workshops/FGDs
* Documentation
* Analysis and report drafting
* Produce draft report by the end of this Phase

Interim progress check-ins with the RG1 CoP Group and the OPAG Review Committee will be arranged during this period to clarify outstanding questions, address challenges, etc.  | 20 weeks  |
| Phase 3  | * Draft report presented to RG1 and OPAG Review Committee and circulated for comments including on attention to the objectives, scope, structure, and findings
* Determine final steps for information gathering, documentation, analysis and finalization of report
 | 3 weeks  |
| Phase 4  | * Wrap up interviews, workshops, etc.
* Validation workshops
* Finalise report
* Presentation of findings and recommendations to the IASC OPAG, Principals and other fora
 | 6 weeks |
|  |  |  |

1. **Qualifications of the Consultant**

The Consultant must be a registered company or composed of sole traders and provide proof of registration. Team composition is to be proposed by the Consultant, taking the following experience and qualification requirements into account:

1. Experience in leadership positions in the humanitarian system working in situations of armed conflict and other insecure environments
2. Experience in outcome level design and evaluation of complex and multi-level programmes and organizational change processes
3. Knowledge and experience of protection outcomes in practice, including experience undertaking dialogue or negotiations with State and non-State parties to conflict
4. A high degree of familiarity with international law and policy related to armed conflict and other humanitarian crises, including familiarity with contemporary issues related to the conduct of military operations
5. Familiarity with the complex dynamics and challenges associated with armed conflict, disasters (including slow onset) and pandemics and humanitarian responses to related crises
6. Familiarity with the major policies, processes, structures, and entities of the international humanitarian system as well as its current debates and challenges
7. Previous experience with accountability to affected populations, working with local civil society and community-based organizations, and effective inclusion (gender, age, disability, and other considerations)
8. Strong analytical and conceptual capacity and systems thinking skills
9. Fluency in languages other than English, particularly Arabic and French
10. Strong communication skills including ability to communicate orally and in writing in succinct, straightforward, and jargon-free language
11. **Application procedure**

All interested are requested to submit a proposal along with other required documents listed below to the following email: ch.gvatenders@nrc.no.

The application should be titled: **“IASC Protection Policy Review”** in the e-mail subject.

Only short listed/successful candidates will be contacted.

**The deadline for submission is 23:59 (Geneva time) Sunday 23 May 2021.**

**Offers should include:**

1. Technical proposal (maximum 5 pages), including;
	1. An outline of the research framework and methods, including comments on the TOR, proposed timeframe and work-plan.
	2. Detailing the proposed composition of the team, including the number of working days for each team member.
2. Attachments:
	1. CVs of each consultancy team member
	2. Sample of previous work by primary/lead members of the team.
	3. Certificate of Registration / Incorporation.
	4. Tax Registration Certificate.
3. Financial proposal (bid) detailing the budget (in CHF or EUR).
	1. The financial proposal should separate professional fees
	2. all other costs required for undertaking this consultancy.

Applications that do not include the above will not be considered.

Applications will be evaluated against the following criteria: professional competencies and expertise; previous experience, feasibility and quality of research framework, appropriateness of methods and the overall cost of the proposal.

Contact: Kindly send your application to: ch.gvatenders@nrc.no

Further questions regarding the assignment, kindly address to anthony.nolan@nrc.no

**SECTION 5**

**BIDDING FORM**

**Please provide information against each requirement.**

Additional rows can be inserted for all questions as necessary. If there is insufficient space to complete your answer in the space provided, please include on a separate attachment with a reference to the question.

1. **Bidder’s general business details**
2. **General information**

|  |  |
| --- | --- |
| **Company name:** |  |
| **Any other trading names of company:** |  |
| **Registered name of company (if different):** |  |
| **Nature of primary business/trade:** |  |
| **Primary contact name:** |  |
| **Job title:** |  |
| **Phone:** |  |
| **Email:** |  |
| **Registered Address:** |  |
| **Business licence number:** |  |
| **Country of registration** |  |
| **Registration date:** |  |
| **Expiry date:** |  |
| **Legal status of company (eg. partnership, private limited company, etc.)** |  |

1. **Owners/Managers**

Please fill in the below table with the full names and the year of birth of the company’s owner(s) and manager(s)\*:

|  |  |
| --- | --- |
| **Full name** | **Year of birth** |
|  |  |
|  |  |
|  |  |
|  |  |

 *\* Please note this information is necessary in order to conduct the vetting procedure referred to in clause 25 of the Invitation to Bid-General Terms and Conditions.*

1. **Employees**

Please list the employees who would be involved with NRC in the event of contract award:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Employee name** | **Job title** | **Role on NRC project** | **Phone** | **Email** |
| 1. |  |  |  |  |
| 2. |  |  |  |  |
| 3. |  |  |  |  |
| … |  |  |  |  |

1. **Company bank account details:**

|  |  |  |
| --- | --- | --- |
| Beneficiary name: |    |  |
| Beneficiary account no.: |   |  |
| Beneficiary Bank: |   |  |
| Bank branch: |   |  |
| SWIFT: |   |   |
| IBAN: |  |  |
| Bank address: |   |   |

1. **References**

Please provide details of at least 3 client references whom NRC may contact, preferably from NGOs and UN agencies, for similar related works:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Client/company name** | **Contact person** | **Phone** | **Email** | **Contract details (works, location, size, value, etc)** |
| 1. |  |  |  |  |
| 2. |  |  |  |  |
| 3. |  |  |  |  |
| … |  |  |  |  |

1. **Bid Validity**

Please confirm the validity of your bid below (in calendar days):

|  |
| --- |
|  |

1. **Confirmation of Bidder’s compliance**

We, the Bidder, hereby certify that our tender is a genuine offer and intended to be competitive and we confirm we are eligible to participate in public procurement and meet the eligibility criteria specified in the Invitation to Bid. We confirm that the prices quoted are fixed and firm for the duration of the validity period and will not be subject to revision or variation.

The following documents are included in our **Bid**: **(please indicate which documents are included by ticking the boxes below).**

|  |  |
| --- | --- |
| **Documents** | **included** |
| Section 4: Technical proposal & Financial Proposal; completed, signed and stamped | ☐ |
| Section 5: Bidding form; completed, signed and stamped | ☐ |
| Section 6: Service Provision Schedule; completed, signed and stamped | ☐ |
| Section 7: Company Profile and Previous Experience; completed, signed and stamped, including publicly available works or studies commissioned earlier. | ☐ |
| Section 8: Supplier’s ethical standards declaration; completed, signed and stamped | ☐ |
| Certificate of Registration/ Incorporation | ☐ |
| Tax registration certificate | ☐ |
| Financial Offer (Excel) detailing the budget (in CHF or EUR) | ☐ |
| Copies of Curriculum Vitae and Motivational Letter | ☐ |
| Recommendation letters from previous organizations served OR 2 organizational references who can verify the quality of the consultant’s work and/or publicly available works or studies commissioned earlier | ☐ |
| Sample of previous work by primary/lead members of the team | ☐ |

We understand that NRC is not bound to accept the lowest, or indeed any bid, received.

We agree that NRC may verify the information provided in this form itself or through a third party as it may deem necessary.

**We confirm that NRC may in its consideration of our offer, and subsequently, rely on the statements made herein.**

|  |  |
| --- | --- |
| Name of Signatory: | Tel N°: |
| Title of Signatory: | Name of Company: |
| Signature & stamp: | Date of Signing: |
| Address: |

**SECTION 6**

**Consultancy Provision Schedule**

**Service Schedule:**

Attach the Service schedule here:

Schedule to include:

* + - 1. Detailed list of consultancy components to be completed in reference to Consultancy Description & Pricing Proposal (Section 8)
			2. Duration of each of the activities and completion date.

Table for breakdown of service provision

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Activity** | **Week 1** | **Week 2** | **Week 3** | **Week 4** | **Week 5** | **Week 6** | **…** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
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**Manpower:**

In addition, provide a list of the manpower involved in the activities on site with an estimate of the total man-hours completed by each of the skills. Format to follow the below simple format:

|  |  |  |
| --- | --- | --- |
| **#** | **Proposed Personnel/Manpower**  | **# of workers allocated to this project** |
| 1 |  |  |
| 2 |  |  |
| 3 |  |  |
| 4 |  |  |
| … |  |  |

**NOTE:** The manpower list and service provision schedule shouldn’t be limited to this Form.

A comprehensive list has to be submitted adapting the Form as necessary.

**SECTION 7**

**CONSULTANT PROFILE AND PREVIOUS EXPERIENCE**

The Bidder is requested to:

1. Submit the **Consultancy Profile**
2. Complete the following **Previous Experience** **Table** listing the work or contracts undertaken in the past 5 years similar to the services required under this contract
3. Submit **evidences of previous experience** in form of Contracts, Completion Certificates, etc.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **#** | **Name of Project**  | **Total value of the consultancy activity performed** | **Duration of the contract** | **Starting date** | **Ending date** | **Contracting Authority and Place** |
| **1** |  |  |  |  |  |  |
| **2** |  |  |  |  |  |  |
| **3** |  |  |  |  |  |  |
| **4** |  |  |  |  |  |  |
| **5** |  |  |  |  |  |  |
| **…** |  |  |  |  |  |  |

**NOTE**: The list shouldn’t be limited to this Form in regards to the number of works reported. A comprehensive list of the last 5 years’ experience has to be submitted adapting the Form to the necessary rows.

NRC may conduct reference checks for previous contracts completed

**SECTION 8**

**SUPPLIER’S ETHICAL STANDARDS DECLARATION**

NRC as a humanitarian organisation expects its suppliers and contractors to have high ethical standards. Any organization supplying goods to NRC valued at over 10,000 USD (or equivalent) in one year must sign this declaration. This declaration will be kept on file for a period of 10 years and should be updated every year or more often as appropriate.

NRC staff may perform spot checks to verify that these standards are adhered to. Should NRC deem that the supplier fails to meet, or is not taking appropriate steps to meet, these standards, any and all contracts and agreements with NRC may be terminated.

Anyone doing business with Norwegian Refugee Council shall as a minimum;

1. Comply with all laws and regulations in effect in the country or countries of business;
2. Meet the ethical standards as listed below; or
3. Positively agree to the standards and be willing to implement changes in their organisation.
4. **Anti-corruption and suppliers compliance with laws and regulations:**
	1. The supplier confirms that it is not involved in any form of corruption.
	2. Where any potential conflict of interest exists between the supplier or any of the suppliers staff members with any NRC staff member, the supplier shall notify NRC in writing of the potential conflict. NRC shall then determine whether action is required. A conflict of interest can be due to a relationship with a staff member such as close family etc.
	3. The supplier will immediately notify senior NRC management if exposed for alleged corruption by representatives of NRC.
	4. The supplier shall be registered with the relevant government authority with regard to taxation.
	5. The supplier shall pay taxes according to all applicable national laws and regulations.
	6. The supplier warrants that it is not involved in the production or sale of any weapons including anti-personnel mines.
5. **Conditions related to the employees:**
	1. No workers in our company will be forced, bonded or involuntary prison workers.
	2. Workers shall not be required to lodge “deposits” or identity papers with their employer and shall be free to leave their employer after reasonable notice.
	3. Workers, without distinction, shall have the right to join or form trade unions of their own choosing and to bargain collectively.
	4. Persons under the age of 18 shall not be engaged in work which is hazardous to their health or safety, including night work.
	5. Employers of persons under the age of 18 must ensure that the working hours and nature of the work does not interfere with the child’s opportunity to complete his/ her education.
	6. There shall be no discrimination at the work place based on ethnic background, religion, age, disability, gender, marital status, sexual orientation, union membership or political affiliation.
	7. Measures shall be established to protect workers from sexually intrusive, threatening, insulting or exploitative behaviour, and from discrimination or termination of employment on unjustifiable grounds, e.g. marriage, pregnancy, parenthood or HIV status.
	8. Physical abuse or punishment, or threats of physical abuse, sexual or other harassment and verbal abuse, as well as other forms of intimidation, shall be prohibited.
	9. Steps shall be taken to prevent accidents and injury to health arising out of, associated with, or occurring in, the course of work, by minimizing, so far as is reasonably practicable, the causes of hazards inherent in the working environment.
	10. Wages and benefits paid for a standard working week shall meet, at a minimum, national legal standards or industry benchmark standards, whichever is higher. Wages should always be enough to meet basic needs.
	11. Working hours shall comply with national laws and benchmark industry standards, whichever affords greater protection. It is recommended that working hours do not exceed 48 hours per week (8 hours per day).
	12. Workers shall be provided with at least one day off for every 7 day period.
	13. All workers are entitled to a contract of employment that shall be written in a language they understand.
	14. Workers shall receive regular and documented health and safety training, and such training shall be repeated for new workers.
	15. Access to clean toilet facilities and to potable water, and, if appropriate, sanitary facilities for food storage shall be provided.
	16. Accommodation, where provided, shall be clean, safe and adequately ventilated, and shall have access to clean toilet facilities and potable water.
	17. No Deductions from wages shall be made as a disciplinary measure.
6. **Environmental conditions:**
	1. Production and extraction of raw materials for production shall not contribute to the destruction of the resources and income base for marginalized populations, such as in claiming large land areas or other natural resources on which these populations are dependent.
	2. Environmental measures shall be taken into consideration throughout the production and distribution chain ranging from the production of raw material to the consumer sale. Local, regional and global environmental aspects shall be considered. The local environment at the production site shall not be exploited or degraded by pollution.
	3. National and international environmental legislation and regulations shall be respected.
	4. Hazardous chemicals and other substances shall be carefully managed in accordance with documented safety procedures.

We, the undersigned verify that we are in compliance with all applicable laws and regulations and meet the ethical standards as listed above, or positively agree to these ethical standards and are willing to implement necessary changes in the organisation.

*DATE: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

*NAME OF SUPPLIER/COMPANY:­­­­­­­­­ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

*NAME OF REPRESENTATIVE: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

*SIGNATURE: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

*COMPANY STAMP: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

1. Provision should be made for confidential interviews and questionnaire responses. [↑](#footnote-ref-2)