



INVITATION TO TENDER

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1. Background Information on Plan International

Plan International is an independent development and humanitarian organisation that advances children's rights and equality for girls.

We believe in the power and potential of every child, but this is often suppressed by poverty, violence, exclusion and discrimination, and its girls who are most affected. Working together with children, young people, our supporters and partners, we strive for a just world, tackling the root causes of the challenges facing girls and all vulnerable children.

We support children's rights from birth until they reach adulthood, and we enable children to prepare for – and respond to – crises and adversity. We drive changes in practice and policy at local, national and global levels using our reach, experience and knowledge.

We have been building powerful partnerships for children for over 85 years and are now active in more than 75 countries.

Read more about Plan International's Global Strategy: **Girls Standing Strong** at <https://plan-international.org/strategy>

2. Summary of the Requirement

2.1. Overview of the background context

The Anti-Racism, Anti-Colonialism and Sponsorship research is intended to contribute to the improvement of Plan International's sponsorship approach and processes in relation to power, privilege and bias and anti-racism principles and beyond. Phase one of the research has already been conducted and involved the development of a thorough literature review and the development of mixed-methods data collection methodology and analytical framework. These were developed by consultants using a participatory approach to co-design the deliverables.

The literature review engaged with existing academic and grey literature on Child Sponsorship (CS) to better understand the historical roots of sponsorship models, criticisms of sponsorship on the basis of power, privilege and race and how to address power, racism and bias in sponsorship approaches. It explored the two out of five overall research questions:

- What is the relationship between colonialism and sponsorship? What are the historical roots of sponsorship approaches and how has sponsorship evolved over time?
- What are the criticisms against sponsorship approaches from an anti-racism and anti-colonialism point of view?

The materials developed in phase one, including a literature review, methodology, outline of data collection tools and analytical framework will be shared with the successful consultant/ consultancy firm/consortium. These may be adapted as necessary and, importantly, will need to be contextualised and refined with the in-country consultants and the participatory stakeholder group, using a participatory and critical thinking approach.

2.2. Object of this tender

This is the second phase of the Anti-Racism, Anti-Colonialism and Sponsorship research. Phase two is intended to take forward the methodology, tools, analytical framework and literature review developed in phase one of the study which was completed earlier in 2022. Phase two is therefore to implement data collection activities, data analysis and report write up, using a participatory and critical thinking research approach.

Data collection will occur in four countries across four regions (West and Central Africa, Middle East and South Africa, Asia Pacific and the Americas), the countries are *likely* to be Nepal, Bolivia, Rwanda and Sierra Leone.

This consultancy will be responsible for the overall co-ordination and management of the participatory research approach with engagement of several stakeholder groups, submission of external ethics applications (including any additional national ethics requirements), critical discourse analysis, quantitative survey and analysis of findings, qualitative data collection and co-analysis of qualitative primary data with in-country consultants, and development of the full final report (with findings and analysis from phase one and two of the study) and recommendations (please note this includes editing, proof-reading, and referencing).

The consultancy will be expected to outline their capacity and team structure inclusive of in-country consultants in each region, who will need to be experienced in participatory research methods and will be responsible for data collection activities, co-analysis of qualitative data, and participating in core meetings including feedback on key materials. Please note, Plan International Safeguarding Focal Points must be present during all data collection activities.

3. ITT Overview and Instructions

3.1 Overview

Plan International are inviting interested parties to submit a proposal as part of a competitive process for the Anti-Racism, Anti-Colonialism and Sponsorship research. Successful Bidder(s) will be expected to enter into a framework agreement on a non-exclusive basis with our organization. Plan International reserves the right not to award a contract as a result of this Invitation to Tender, or to award to multiple successful Bidders.

3.2 Instructions to Tenderers

These instructions are designed to ensure that all Bidders are given equal and fair consideration. It is the Bidders responsibility to ensure their offer is complete and that you provide all the necessary information asked for in the format specified, or risk your offer being rejected. Further details can be found in section 9.1 of this ITT document, '**Submission Checklist.**'

Women-owned businesses and companies actively engaged or advancing gender equality and women empowerment in the workplace are especially encouraged to apply.

Documents comprising this tender pack are as follows:

- **ITT FY23 - 2023 - 0175 Anti-Racism Anti-Colonialism** - Invitation to Tender Plan Tender Dossier

- ANNEX B - Pricing Schedule
- ANNEX C - Technical Questions
- ANNEX D - Supplier Questionnaire
- ANNEX E - Non-Staff Code of Conduct

Tenderers are required to submit their proposal, inclusive of all required annexes, via email to procurement@plan-international.org. Offers must be received by the deadline specified in the section ‘**3.3 Key Dates and Timelines.**’

The offer and all correspondence and documents related to the tender must be written in English.

Each Tenderer or member of consortium or sub-contractor may submit only one offer.

Unless stated otherwise, all communications from Bidders in relation to this tender, including Clarification Questions, must be directed to procurement@plan-international.org and must include the ITT reference number: **ITT FY23 - 2023 - 0175 Anti-Racism Anti-Colonialism**

3.3 Key Dates and Timelines

The following table outlines the key dates and timelines associated with this tender process. Plan International reserves the right to change these at any time as the tender progresses. To maintain transparency, fairness, and adequate time to prepare your offers, Plan International will inform all interested Parties of any changes to these key dates and timelines simultaneously and in a timely fashion.

Please note that whilst there can be some flexibility regarding the delivery date of individual activities, the overall dates and delivery structure for the timelines must be adhered to, to meet organisational priorities and budget requirement deadlines. Please also note that the timelines for the five components run concurrently. Full workplan with activity breakdown will be shared with successful consultant.

Activity	Deadline Date
Issue of Invitation to Tender	3rd January 2023
Deadline for supplier submission of clarifications questions	17th January 2023
Deadline for Plan to respond to clarification questions	20th January 2023
Deadline for submission of offers	31st January 2023
Plan Review of Offers	1st-3rd February 2023
Supplier short-list notification	3rd February 2023
Supplier presentations / interviews	6th-8th February 2023
Contract Award	Approx. 22nd February 2023

1. Conceptualisation- Participatory refinement of tools, methodology and analytical framework

Activity	Consultant Days	Delivery date	Responsible
Consultants to review methodology, tools and analytical framework and prepare for participatory group workshop	2	22 nd February	Consultants
Onboarding workshop	0.5	27 th February	Core Research Team and Consultants
Kick-off workshop with participatory group to refine tools, methodology and analysis framework.	1	8 th March	Consultants and Core Research Team
Action feedback	0.5	9 th March	Consultants
Finalisation of tools and methodology	1	15 th March	Consultant
Develop and submit external ethics application	3	22 nd March	Consultant, Core Research Team, Country Office Safeguarding Focal Points
Develop and submit national ethics and data collection applications (if applicable)	2 (if applicable)	24 th March	Consultant, Core Research Team, Country Offices, Safeguarding Focal Points
Complete and submit internal Data Privacy Impact Assessment (DPIA)	0.5	24 th March	Consultant
Action changes for ethics application and resubmit	1	12 th April (If received back within 2 weeks 5 th April)	Consultant
Sub- Total	11.5days		

2. Discourse Analysis

Activity	Consultant Days	Delivery Date	Responsible
Conduct analysis	4	29 th March	Consultant
Deliver draft report with recommendations	5	5 th April	Consultant
Action changes and share with other stakeholder groups for feedback (steering committee, participatory group)	3	1 st May	Consultant, Core Research Team
Finalise report	3	15 th May	Consultant
Sub total	15 days		

3. Data Collection – Qualitative

Activity	Consultant Days	Delivery date	Responsible
Research, ethics and safeguarding training of data collection teams	4	27 th April	Consultant
Data collection	14	(start 3 rd May after ethics approval, translation of tools and training) 19 th June	Consultant
Transcribe and translate data to English	TBC	5 th July	Consultant (Core Research Team)
Data cleaning and coding	10	19 th July	Consultant
Co-analysis of primary data with in-country consultants	6	26 th July	Consultant
Sub total	34 days		

4. Data Collection -Quantitative

Activity	Consultant Days	Delivery date	Responsible
Monitoring Survey	2	(start 3 rd May after ethics approval) 24 th May	Consultant
Data Cleaning	2	26 th May	Consultant
Data analysis	2	31 st May	Consultant
Sub total	6 days		

5. Report Write Up

Activity	Consultant Days	Delivery date	Responsible
Draft Research Report integrating discourse analysis and deliver first draft to core research group (including edited and referenced)	10	15 th August	Consultant
Action feedback from core research group	3	18 th August	Consultant
Presentation of initial findings (quant and qual) to steering group and participatory group, including recommendations workshop	2	22 nd August	Consultant
Share second draft with recommendations to	1	23 rd August	Consultant

participatory group, steering committee and reference group			
Incorporate feedback and finalise report (editing, proofreading and referencing)	5	13 th September	Consultant
Sub total	21 days		

Estimated Total of Consultancy Days = 87.5

3.4 Pricing

Bidders are required to complete the pricing schedule attached separately in ‘**Annex B – Pricing Schedule.**’ All prices must be quoted in GBP and exclusive of Value Added Tax (VAT).

It is expected that prices will be fixed for the duration of the contract and quotes valid for a maximum period of 90 calendar days following the Closing Date of this tender. If for any reason you are unable to guarantee fixed pricing for the duration of the contract, any projected price increases should be clearly stated in your tender.

To ensure a fair and transparent process, Plan International will not be able to divulge budget information relating to this tender or associated Projects. It is expected that Bidders submit their best possible financial offer at the point of submission.

The successful Bidder will be required to pay their staff who work on this contract **at least** the National Living Wage.

4. Specification and Scope of Requirement

4.1. Research focus and objectives

The overall objective of the research is to **contribute to improving Plan International’s sponsorship approach and processes in relation to power, privilege and bias and anti-racism principles and beyond.** This includes ensuring that:

- Sponsorship programmes, processes and procedures are driven by anti-racist/ anti-colonial principles and practices.
- Sponsorship enables greater legitimacy and underscores Plan International’s approach to sponsorship as an impactful and inclusive way to promote anti-racism, anti-discrimination and diversity and puts the sponsored children at the centre of our work.

Specific objectives of the research include:

- To collate and analyse the criticisms against sponsorship approaches from an anti-racism and anti-colonialism point of view, specifically in relation to Plan International’s child sponsorship model.
- To assess Plan International sponsorship model and approaches against power, privilege and anti-discrimination principles.
- To develop concrete recommendations for improving sponsorship models and approaches so that they are anti-racist and do not reinforce hierarchical power relations.

4.2. Research Questions

Closely related to the objectives outlined above, Phase 2 of the research will explore the following research questions in both phases of the research:

- How do Plan International’s sponsorship approaches relate to power, privilege and anti-discrimination principles? How do children and communities experience Child Sponsorship? Are there any racist/colonial biases in our approach to sponsorship? How do colleagues from different offices perceive this?
- Are there examples of where our sponsorship work challenges or reinforces negative power hierarchies?
- What learning and recommendations can we draw from the research to better address racism, power, privilege and bias in our sponsorship work and processes?

4.3. Users of the Research

The research will be used by the following stakeholders:

- Plan International Country Office staff working on sponsorship.
- Plan International Regional Office, Global Hub and National Office staff working on sponsorship.

External audience, peer organisations and other partners using sponsorship

4.4. Methodology developed in Phase 1 of the Research (complete)

Based on the findings of the literature review the consultants developed a research methodology and analytical framework. The methodology utilises a mixed-methods participatory approach drawing on key elements of CPAR (critical participatory action research), this was guided by the literature review which found a longstanding omission of research approaches to centralise the experience and voice of sponsored children (SC), their families, and their communities; recognising that shifting power is integral to anti-racist and anti-colonial practice. The participatory approach will involve the engagement of a key stakeholder group, and is guided by the following principles:

- **“Nothing about us without us”** - We will work under the premise that wherever possible, analytical and operational decisions for this research will be made **in consultation with SC/FSC, their families, and their communities**
- **Seek knowledge collaboratively** - Where possible, the analysis will be completed with input and reflections from stakeholders across the organisation and its practices
- **Curious Learning** - We will move forward with an understanding that no one person can hold the answers to address systemic racism and colonialism within Plan International’s practice; and a commitment to listening and learning from a diverse range of perspectives
- **Trauma-informed** - We recognise that interventions like CS may have been experienced negatively and caused harm. In exploring CS through this research, we seek to minimise harm through a focus on building safety, choice, collaboration, and trustworthiness with researchers, collaborators, and respondents

Participatory Group	<ul style="list-style-type: none"> • 4 formerly sponsored children per country • In-country consultants • Global consultant 	<ul style="list-style-type: none"> • Co-development of research approach • Co-development of data collection tools & contextualisation to country
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		<ul style="list-style-type: none"> • Consultation & feedback on key findings from primary data analysis • Consultation & feedback on key findings from discourse analysis • Co-development of research recommendations • Consultation & feedback on research report
Reference Group	<ul style="list-style-type: none"> • Core research team • Sponsorship representatives • Safeguarding & PSHEA representatives • Anti-Racism council representatives 	<ul style="list-style-type: none"> • Feedback on approach • Co-development of research recommendations • Feedback on final report

Data collection will be sought in three stages through a discourse analysis, quantitative survey, and qualitative in-depth interviews and focus group discussions.

The developed methodology recommends, as a non-negotiable, that phase 2 is conducted entirely by an external consultant to Plan International. This is rooted in what is considered an inherent conflict of interest in this research as a leading CS organisation drawing the majority of its income from the CS model, and as an employer of informants of this research. It also aims to ensure that issues of power can be managed externally to the organisation and minimise harm to respondents, as well as maintain credibility of the research findings.

4.5. Methods for Phase 2 of the Research (Next phase)

Phase two will involve data collection, analysis and report write up and employ a participatory approach throughout. The four elements of data collection include a critical discourse analysis, quantitative survey, and qualitative focus groups discussions and in-depth interviews. A full research report, which should also include findings and analysis from phase one of the research, will be developed including recommendations, as well as an executive summary and executive PowerPoint presentation. The findings from the research will feed into the end-to-end process review being conducted by the Plan International Sponsorship team.

Critical Discourse Analysis

A critical analysis of a select number of Plan International’s internal and external facing documents that describe and discuss CS. The analysis should focus on several key findings from the literature review regarding:

1. What values/value propositions emerge from the documents around Child Sponsorship?
2. How sponsored children are described/imagined?
3. How donors are described and imagined?
4. How historical processes are described/obscured?

A short analytical report will be written from the findings to critically engage with the language of Plan International Sponsorship documents and any metapragmatic discussions of them. There

should be at least one round of consultation with the two stakeholder groups. The analytical report will be edited and included within the full report.

Quantitative: Survey

A short anonymous online survey comprised of closed and open-end questions for Plan International staff involved in sponsorship (operational, strategic, fundraising, communications, programmatic) to offer insights into CS in relation to power, privilege, bias, anti-racism and colonialism.

The survey questions will need further refining with the key stakeholder groups before data collection can commence, but indicative questions have been developed.

The anonymised data will be cleaned, coded and an initial analysis including anonymised survey data will be presented to the participatory stakeholder group for consultation.

Qualitative: In-depth Interviews and Focus Group Discussions

Focus group discussions with sponsored children (age cohorts 10-14, 15-17, and sponsored alumni of 18+), as well as families of sponsored children will be conducted within each country. The indicative questions developed in phase one will need to be refined, contextualised and adapted in collaboration with the participatory stakeholder group to each country context and to the research participant group (including considerations of age gender and the differences between current and formerly sponsored children, and families).

In-depth interviews will be conducted with representatives of sponsored communities, such as community leaders. The indicative interview questions, developed in phase one, will also need adapting to each country context in collaboration with the participatory stakeholder group and in-country consultants.

Data will be anonymised, coded and analysed against the analysis framework and initial findings presented to the participatory stakeholder group.

	Approx. number of participants	Per Country	Overall (if 4 countries)
FGD Sponsored Children aged 10-14	6-8	2	8
FGD Sponsored Children aged 15-17	6-8	2	8
FGD Sponsored Alumni 18+	6-8	2	8
FGD Families of Sponsored Children	6-8	2	8
KIIs Community leader of sponsored community	1	2	8

4.6. Sample

The sample for the survey will be Plan International staff involved in sponsorship (from operational, strategic, programmatic, fundraising and communications teams) and will be agreed with the participatory and steering group looking at reaching those who work on sponsorship across Plan (not only in those in the four chosen countries).

The qualitative sample approach (focus groups and Interviews) are roughly drafted on the table above. The characteristics of the groups and diversity of the people that will take part in the KII and FGDs will be further agreed with the participating countries and the participatory group defined for the second phase.

4.7. Ethics and Child Protection

The research will adhere to Plan International's MERL policy and standards, framework for ethical MER and Global policy on safeguarding children and young people. External ethics review and approval will be sought and must be completed in collaboration with the core research team, safeguarding focal points in each data collection country office, and any additional national ethics requirements pending country selection must also be complied with.

The consultants will need to abide by the Safeguarding policy as well, and, within the scope of this ToR, carefully refine the instruments per context, and undertake all phases of data collection, analysis and write up with the consideration that this is a very sensitive topic, and all data collection tools should frame questions in a sensitive manner. All consultants, data collectors and translators working with participants should be trained on ethics and safeguarding.

The principle of do no harm is paramount and research participants and participatory group members should be engaged with respectfully and safely in line with Plan International ethics and safeguarding policies, the confidentiality and data privacy of participants will be ensured in line with the global data privacy policy. Safeguarding focal points must be present during all qualitative data collection activities.

4.8. Roles and Responsibilities

The consultancy firm/ consortium will be responsible for:

- Attending onboarding workshop
- Upholding all ethics and safeguarding standards and protocols
- Hiring, onboarding, and training of additional data collectors/consultants
- Ensuring a participatory approach in refining and adapting the methodology, data collection tools and analytical framework with participatory stakeholder group. (inclusive of the participatory stakeholder group, reference group, steering committee and core research team)

4.9. Key Deliverables

The key deliverables for Phase Two of the research are:

- Finalisation of research methodology, inclusive of an analytical framework and a final suite of data collection tools
- Submission of external ethics application including finalised tools, as well as any additional applications to meet national ethics or data collection requirements.
- Submission of internal data privacy impact assessment.
- Critical discourse analysis report: a short analytical report with recommendations (edited, proofread and referenced) including a participatory approach and two rounds of feedback.
- Primary data collection (quantitative survey, qualitative FGDs and IDIs).

- Data analysis including participatory approach and validation workshops.
- Presentation of findings and recommendations workshop with participatory stakeholder group, and separately with the steering committee.
- Development of full research report including literature review, methodology, limitations, ethics and safeguarding, full findings and analysis from phases one and two of the study (including edited discourse analysis), conclusions and recommendations. The report will be edited, proofread and referenced and will require two rounds of feedback with the various stakeholder groups.
- Development of an executive summary report (edited, proofread and referenced) with two rounds of feedback, with an accompanying PowerPoint presentation of the methodology, key findings and recommendations.

4.10. Selection Criteria

Category	Type of skills / experience needed
Thematic / Sectoral	<ul style="list-style-type: none"> • Experience working in the international development sector, with an understanding of child sponsorship models being beneficial • Experience of working on projects involving anti-racism, power, privilege and bias principles and considerations in the international development sector • Experience in conducting qualitative and quantitative research
Methodological	<ul style="list-style-type: none"> • Experience with participatory research approaches such as Critical Participatory Action Research (CPAR) • Strong understanding of safeguarding and research ethics • Experience in designing data collection tools with a particular focus on children and young people in low-and-middle-income countries • Experience with mixed-methods data collection • Experience with mixed-methods data analysis, incl. coding and report writing (including editing, proofreading and referencing) • Strong experience in project management including data collection in different contexts
Language	<ul style="list-style-type: none"> • Fluent in English, French and Spanish

4.11. Applications

Interested applicants should provide a proposal covering the following aspects:

Detailed response to the TOR demonstrating how the consultant/firm/consortium would implement the research set out in the TOR including:

- Ethics and child safeguarding approaches, including any identified risks and associated mitigation strategies
- Proposed timelines (please note that the overall timeframe must be adhered to, proposals should only be submitted if the consultancy is capable of meeting these)
- Team structure and capacity including in-country data collection consultants with experience in participatory data collection
- Detailed budget, including daily fee rates, expenses, etc.

CVs of all team members and one example of previous research report.

Please note, contracting should be completed within a 2-week period, if this is not possible please outline why.

5. Selection Criteria

Bids will be assessed against predetermined criteria which has been developed and agreed by the Tender Panel prior to launching this Tender process. The information gathered in 'Annex C -Technical Questions,' 'Annex B – Pricing Schedule' and any other requested documentation, will be used to evaluate and score each Bid against this set criteria. Please find further details in the below table:

	Criteria	Tenderers must demonstrate.....	Weight
Compliance	Tender Compliance and Completion	<ul style="list-style-type: none"> ▪ Satisfactory completion of all documentation requested with sufficient information, submitted no later than the Closing Date specified. ▪ Agreement to our mandatory policies as set out in 'Annex E- Non Staff Code of Conduct.' 	Pass/Fail. Bidders who do not meet these minimum requirements will not have their Bids further assessed.
Technical Proposal (65%)	Expertise	<ul style="list-style-type: none"> • Previous experiences on working projects involving anti-racism, power, privilege and bias principles. • Experience with participatory research approaches such as CPAR • Strong expertise in ethics and child safeguarding approaches, including any identified risks and associated mitigation strategies • Experience in participatory action research approaches • Experience with mixed-methods data collection and data analysis • Strong experience in project management including data collection in different contexts • Experience in one or more of proposed study countries • Ability to meet language requirements • 	35%
	Timelines	<ul style="list-style-type: none"> • Ability to meet proposed timelines 	15%
	Past experience	<ul style="list-style-type: none"> • <i>Previous experience in similar Projects</i> • <i>Previous experience working with INGOs</i> • <i>One Customer References provided</i> 	15%
Financial Proposal (30%)	Pricing Schedule	<ul style="list-style-type: none"> • Completion of 'Annex B – Pricing Schedule' with all requested information • Fixed pricing • Economically advantageous for the organisation 	30%
Gender Responsive (5%)	Gender Sensitive Practices and Policies	As part of our ongoing Gender Responsive Procurement Initiatives, Bidders will be allocated 5% of the overall score if they meet	5%

		<p>one or more of the following:</p> <ul style="list-style-type: none"> ▪ If headed up by a woman ▪ If supplier is a women-owned business: A legal entity in any field that is more than 51% owned, managed, and controlled by one or more women. ▪ If the % of women in management positions is over 35% ▪ If % of women workers is 55% or above ▪ If robust gender equality initiatives are in place and active. E.g. WEPEs signed, gender equality procurement policy, any additional gender-sensitive program implemented. 	
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6. Evaluation of offers

The Tender Panel will review all Bids to ensure they meet the minimum requirements listed under the 'Compliance' section in the above table. Following this, each Bid will be assigned a score on the basis of predetermined criteria and their associated weighted scorings.

The contract(s) will be awarded to the Bidder(s) who represent the best overall value for Plan International in terms of the evaluation criteria set out above. By participating in this tender, you acknowledge and understand that Plan reserves the right to:

- Decide not to award to any supplier
- Decide to award to one or more suppliers
- Decide to readvertise the opportunity
- Not necessarily accept the lowest cost offer

Notification of award of contract will be issued via e-mail.

7. Terms & Conditions

By submitting a Bid as part of this Tender process, you also acknowledge and understand that:

- Plan International will not be liable for any costs or expenses incurred in the preparation of your offer
- You or your company will undergo vetting checks against an Anti-Terrorism and Sanctions Database as part of due diligence protocols
- Plan International reserves the right to keep confidential the circumstances that have been considered for the selection of the offers
- Part of the evaluation process may include a presentation from the Bidder and a site visit by Plan International staff, where applicable and necessary
- Plan International reserves the right to alter the schedule of tender and contract awarding
- Plan International reserves the right to cancel this tender process at any time and not to award any contract

- Plan International reserves the right not to enter into or award a contract as a result of this invitation to tender
- Plan International does not bind itself to accept the lowest, or any offer
- Any attempt by the Bidder to obtain confidential information, enter into unlawful agreements with competitors or influence the evaluation committee or Plan International during the process of examining, clarifying, evaluating and comparing tenders will lead to the rejection of its offers and may result in the termination of a current contract where applicable
- You accept in full and without restriction the conditions governing this tender as the sole basis of this competition, whatever its own conditions of sale may be, which you hereby waive
- You have examined carefully, understood and comply with all conditions, instructions, forms, provisions and specifications contained in this tender dossier. You are aware that failure to submit a tender containing all the information and documentation expressly required, within the deadline specified, may lead to the rejection of the tender at Plan International's discretion
- You are not aware of any corruption practice in relation to this competition. Should such a situation arise, we shall immediately inform Plan International in writing
- You declare that you are affected by no potential conflict of interest, and that you and our staff have no particular link with other Bidders or parties involved in this competition. Should such a situation arise during performance of the contract, you shall immediately inform Plan International in writing
- You accept Plan International's standard terms of payment which are **30 days** after the end of the month of receipt by Plan of a proper invoice or, if later, after acceptance of the Goods or Services in question by Plan International Ltd

8. Plan International's Ethical & Environmental Statement

- The organisation should establish environmental standards and good practices that follow the principles of ISO 14001 Environmental Management Systems, and in particular to ensure compliance with environmental legislation
- The organisation should seek to set reduction targets in areas where the organisation's activities lead to significant environmental impacts

9. Submission Checklist

Please note Plan International are unable to accept submissions which are accessible by an online link, for example SharePoint, Dropbox etc. Please submit the documents as email attachments.

Document	Form
Annex B - Pricing Schedule	Please complete with all requested information and return in both excel (editable) format and signed PDF version.
Annex C - Technical Questions	Please complete with all requested information and return in Excel format.

Annex D - Supplier Questionnaire	Please complete with all requested information and return in PDF format.
Annex E - Non-Staff Code of Conduct	Please sign and date this document and return in PDF format.
Example of previous research report	Please provide a scanned copy or link to a relevant previous research report
CVs of proposed team members	Please provide CVs of proposed team members in PDF format.
Customer Reference	Please provide a customer reference for evidence of work of a similar scope