

(version 210304)

## Procurement Request

### ***Mid Term Evaluation Consultancy Services***

Date: 26/11/2025

#### 1. INTRODUCTION

##### 1.1. Introduction to Diakonia

Diakonia is a Swedish faith-based development organization that works to change unfair structures that generate poverty, inequality, oppression, and violence. The Africa Economic Justice Programme (AEJ) is a regional programme of Diakonia in Africa that has been supporting regional civil society organizations working in Sub-Saharan Africa since 2007. Over this period, AEJ has created a platform where new practices and innovative ideas on social and economic justice and economic empowerment of women are tested and developed. AEJ works with regional civil society organizations because they complement the work of the national and local actors by providing linkage to the regional and global authorities, including intergovernmental and non-state international actors.

##### 1.2. Objective of the procurement

Diakonia intends to procure: ***DRM Programme Mid-Term Evaluation Consultancy Services***.

You are invited to submit a tender based on the Terms of Reference (Appendix 1) and other requirements included in this Procurement Request.

**Indicative budget:**30,000 USD

#### 2. CONTENT OF TENDER

Your tender shall include the following information when sending it to Diakonia:

- 1) A presentation of the supplier regarding how the service required by Diakonia will be delivered.
- 2) A description of what will be delivered in relation to the Terms of Reference.
- 3) Time frame for delivery
- 4) All costs shall include VAT.
- 5) Signed code of conduct for suppliers (Appendix 2)
- 6) Contact details (Appendix 3)

6) Signed “Confirmation of Eligibility” (Appendix 4)

### 3. TENDER SUBMISSION

#### 3.1. Tender delivery

Your tender shall be submitted to Diakonia at the email addresses indicated below:  
[africa@diakonia.se](mailto:africa@diakonia.se)

#### 3.2. Submission deadline

The submission deadline is EoD **19th February 2026**

Tenders that are submitted after the deadline will not be considered.

#### 3.3. Tender Validity

Your tender shall be valid for **<30 days>** after the submission deadline.

### 4. SELECTION PROCEDURE

#### 4.1. Selection Procedure

Only complete tenders that were submitted on time and that fulfil the requirements in terms of the technical specifications and deliveries will be evaluated.

The contract will be awarded to the economically most advantageous tender,

### 5. TENDER INFORMATION

#### 5.1. Client Contact Details

Client:	<b>Diakonia Sweden</b>
Office:	<b>Nairobi</b>
Phone/Cell:	<b>+254 722 204 235</b>
Emails:	<a href="mailto:africa@diakonia.se">africa@diakonia.se</a>
Postal address:	<b>21323-00505 Nairobi</b>
Address for courier:	<b>Nairobi, Highway Heights, Marcus Garvey Avenue, off Argwings Kodhek road, 14<sup>th</sup> Floor, Jenga Leo Office 02</b>
Contact person:	<b>Kate Mukanga</b>

## **5.2. Appeal**

Decisions taken as part of Diakonia's procurements are not possible to appeal against and Diakonia is not obliged to disclose the procurement documentation after completion of a procurement.

### List of Appendices:

Appendix 1: Terms of Reference

Appendix 2: Diakonia's Code of Conduct for suppliers (To be signed and submitted together with Tender)

Appendix 4: Confirmation of Eligibility (To be signed and submitted together with Tender)



## **Promoting accountable, sustainable and gender just domestic resource mobilization**

### **Mid-Term Evaluation Terms of Reference**

#### **1. Background and Context**

Diakonia is a Swedish faith-based development organization that works to change unfair structures that generate poverty, inequality, oppression, and violence. Diakonia has around 200 partner organizations in Africa, Asia, Latin America, and the Middle East. Diakonia has country programmes in several African countries, i.e., Burkina Faso, the Democratic Republic of Congo, Kenya, Mali, Somalia, Uganda, Zambia, and Zimbabwe. Diakonia works through capacity building of civil society actors in partnership with local and regional organizations and seeks to employ a rights-based approach to development in all programmes, including a special focus on gender equality.

Diakonia's Africa Economic Justice Programme (AEJ) is a regional programme that has been supporting regional civil society organizations working in Africa since 2007. The program is managed from Diakonia's Nairobi Office, and implements strategies geared toward ensuring African Citizens (especially women and youth) benefit from effective mobilization, management, and fairer distribution of resources to improve their livelihoods with some level of contribution towards Gender and Civic Space.

Since inception, AEJ has strategically created a platform where new practices and innovative ideas on social and economic justice and economic empowerment are tested and developed. AEJ works with regional civil society organizations because they complement the work of the national and local actors by providing linkage to the regional and global authorities including intergovernmental and non-state international actors.

#### **Promoting accountable, sustainable and gender just domestic resource mobilization (DRM) in Africa Programme**

This sub-programme sits under the AEJ programme and recognizes that African countries need to increase their Domestic Resource Mobilization to achieve the Sustainable Development Goals. Inadequate domestic resource mobilization maintains African governments' dependency on external resources, such as foreign aid and loans. The lack of domestic resources also leads to underbalanced national budgets where public services in health, education and social welfare receive fewer resources than needed to cater for the needs of the right holders, where women and children are extra vulnerable.

Even though most African countries stepped up their policy initiatives aimed at strengthening the mobilization and effective use of domestic resources, many loopholes still exist.



It is against this background that Diakonia engaged the Embassy of Sweden in Addis Ababa (EoS) to develop a programme on Promoting Domestic Resource Mobilization in Sub-Saharan Africa which had the first phase running from July 2018 to February 2024.

The second phase started in July 2024 and will run till June 2027. The second phase of the DRM programme builds on the achievement of the first phase and Diakonia's previous experience in supporting CSO advocating for fair financial flows in Sub-Saharan Africa, as well as Diakonia's extensive experience in advocating for economic justice globally. The programme implementation feeds into the Team Europe Initiative to support Africa in combatting Illicit Financial Flows (IFFs) and contributes to the strategy for Sweden's regional development cooperation with Africa for the period 2022-2026.

The overall objective of the second phase of the programme is to contribute to accountable, sustainable, and gender-just Domestic Resource Mobilization in Africa.

This is to be cumulatively achieved following realization of the key outcomes below:

1. CSOs influence policy and decision makers at regional and global level on curbing Illicit Financial Flows (IFFs) as a way of improving Domestic Resource Mobilization.
  - 1.1. CSO partners influence policy and decision makers at regional and global level to develop and promote an African position to curb Illicit Financial Flows.
  - 1.2. Increased transparency and accountability among governments and companies to reduce tax evasion in the extractive sector in selected member states in targeted RECs.
2. CSOs influence policy and decision makers to adopt accountable and transparent Public Financial Management (PFM) policies and practices at national, regional and continental levels.
3. Strengthen Collaboration and Synergy within the civil society organizations working in the economic justice and women rights movement to contribute to gender-just, accountable and sustainable Domestic Resource Mobilization in Africa.

The programme recognizes policy formulation, review, and implementation as a crucial strategy for development and aims to take advantage of existing regional policy frameworks to push for maximization of Domestic Resource Mobilization.

To achieve this, the priority is to support and build the capacity of regional civil society organizations. The partners will lobby and engage key change agents at regional and national level to advocate for policies that support increased domestic resources.

Diakonia's Theory of Change (ToC) is at the core of the programme's work and is contextualized and adapted according to the focus areas of the programme when conditions or initial analyses change. Programme results are envisaged in relation to both civil society's capacity and policy change at the national and regional level.



## 2. Purpose of the Evaluation

Diakonia is committed to upholding accountability and learning to its stakeholders. The evaluation of the DRM programme will provide information, learning and accountability to Diakonia, its Partners, the Swedish International Development Agency (Sida) through the Embassy of Sweden in Addis Ababa and more importantly to the rightsholders.

The mid-term evaluation is expected to assess programme impact, outcomes, outputs, and progress on the implementation of the DRM programme. The evaluation results will be shared with all key stakeholders. The results will be expected to guide and inform subsequent implementation, leading to informed strategic changes and ensuring optimal quality and achievement of set objectives and outcomes.

The evaluation will also assess the performance of the programme against key parameters including the programme's relevance, effectiveness, coherence, impact, efficiency, and sustainability.

## 3. Scope of the Evaluation

The evaluation will majorly cover the 2024-2025 period of the programme. Different programme components, Impact, Output, and Outcome stated in the DRM programme results framework will be assessed. Impact contributed/attributed by the implementation will be evaluated. This will be inclusive of phase I period of the programme. Certain elements of the standard OECD/DAC<sup>1</sup> criteria on evaluation, namely relevance, coherence, effectiveness, efficiency, and sustainability will be prioritized in structuring the evaluation. Specifically, the evaluation will seek to answer the following questions:

### *Relevance*

- To what extent is the design (including the Theory of Change, indicators, implementation strategies) of the DRM programme relevant in relation to the context and partners' intervention areas and priorities?
- Analyze the extent to which there is a balance and strong linkages between programme interventions influencing norms at national level and regional level.
- To what extent is the DRM programme aligned with and supportive of Diakonia's strategic priorities?

### *Effectiveness*

- To what extent have the interventions achieved, or are they expected to achieve, planned results by the end of the programme in June 2027?
- Determine any unexpected outcomes derived from the implementation of the programme.
- Have the quantity and quality of the outputs produced to date been satisfactory?
- Does the M&E system deliver robust and useful information that is/ could be used to assess progress towards outcomes and contribute to learning?
- Is the program adapting to what is working or not in the context and are the

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<sup>1</sup> OECD/DAC criteria are the evaluation standards set by the Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD/DAC). They provide a framework to judge the merit of development interventions.



assumptions identified in the ToC holding true?

### *Coherence*

- To what extent have partners applied a collaborative strategy in the implementation of the programme?
- Analyze the present partnership model and ways of working and propose other collaboration models that would be relevant for the programme.
- To what extent has the programme engaged/ is engaging strategic stakeholders identified as key to reaching the envisaged results?
- How does the programme complement other ongoing initiatives and programs in the same sector or geographic area?
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### *Impact*

- What significant changes have been attributed to/contributed by the DRM programme implementation since phase I?
- Have impacts been distributed fairly across different implementation regions and countries?
- Are there unexpected outcomes that have been realized?
- What lessons from the impacts can inform wider policy and practice in the target regions of EAC, ECOWAS, SADC and beyond?
- Is the programme work at policy and practice levels (change in practices, perceptions, technical capacity, governance or enabling environment) significant to contribute to inclusion of related concerns?

### *Efficiency*

- To what extent have the programme interventions delivered results in an economic and timely way?
- Where programme interventions have delivered results, analyze why. Give a similar analysis where there have been no results.
- Assess and evaluate Diakonia's role and how this has translated/ is translating to added value in the programme as per Diakonia's roles within the Planning, Monitoring, Evaluation and Learning (PMEL) handbook.

### *Sustainability*

- To what extent has the programme built the capacity of the Partners and how does that contribute to the sustainability of the programme results?
- To what extent are the DRM programme partners expected to continue to deliver in the absence of external financial and operational support?
- To what extent will the programme results be expected to be institutionalized for long-term development?

The contracted firm/consultants are also free to suggest additional relevant elements of criteria that would realize the objectives of the evaluation.



#### **4. Evaluation Methodology Approaches**

Diakonia highly recommends that the evaluation firm considers effective approaches and designs that respond to the evaluation objectives and scope of this assignment, which should consider the available programme data through the programme cycle so far. However, additional and effective approaches may be recommended to meet the data requirements for the evaluation as agreed with the Diakonia team.

A mix of qualitative and quantitative research approaches is deemed optimal for the exercise. This should include and be informed by the following:

- A literature review of Diakonia and the partner organizations' documentation e.g., Diakonia and partner strategies, programme proposals, Baseline study for the programme, progress reports, DRM programme Phase 1 Mid-Term Evaluation, DRM programme phase I final consolidated report, Team Europe Initiative matrix, Diakonia's mainstreaming toolkits and related resources, etc.
- Preparatory meetings and consultations with the Diakonia team and the Embassy of Sweden in Addis Ababa. The following parties are also at disposal to provide information via interviews/Focus Group Discussions or whichever way the consultant/firm sees fit:
  - The Diakonia AEJ team.
  - Diakonia's relevant global teams e.g., the Programme Development Team
  - The Embassy of Sweden in Addis Ababa.
  - Key staff of the respective partner organizations.
  - Rights holders as per the respective partner programmes.
  - Duty bearers being engaged by partners; government officials, policy makers, etc. as per respective partner programmes.
  - Other like-minded organizations, including funding institutions supporting partners.
- Collected stories of change from organizations/identified target groups of the respective partner programmes. The stories will focus on what the programme beneficiaries consider to be the most significant change brought by the programme in their lives, capacities, or way of operating.

#### **5. Roles and Responsibilities**

The consultant will be responsible for:

- Designing and proposing approaches and methodologies that are relevant to the evaluation as per the goals and objectives in these terms of reference.
- Undertaking the assignment in a satisfactory manner as per the agreement and in close collaboration with the evaluation management team.
- Producing an evaluation report with clear lessons learnt, conclusions and



recommendations.

- Developing tools required for data collection and for the coordination of data collection exercises, compilation and analysis exercises.
- Ensuring the evaluation approach and methods foster implementation and programme reflection, and evidence-based learning.

Diakonia's Responsibility:

The Evaluation Management Team (EMT) will be chaired by Diakonia. The role of Diakonia and the evaluation team are envisaged but not limited to the following;

- Development and finalization of the Mid-Term Evaluation terms of reference.
- Supporting the consultant where necessary to mobilize and coordinate the logistics for all aspects of the assignment. Where applicable, Diakonia will provide logistical requirements for any workshops/meetings required.
- Provide Consultant/Firm with all documents as required.
- Supervising the assignment and providing quality assurance and oversight. The Consultant will report to the Africa Economic Justice Programme Director based in Nairobi, Kenya.
- Plan for the evaluation report validation with the programme team and other stakeholders.
- Review and approve the Evaluation documents and the final report.
- Disseminate the evaluation report to key stakeholders.
- Make resources available to the evaluation firm/consultant as per the contract documents.

## **6. Output and Deliverables**

The following outputs and deliverables are expected:

- An inception report outlining how the consultants will go about the evaluation in more detail, how the guiding questions will be translated into sub-questions etc.
- A Draft Evaluation Report (20,000 words maximum)
- Other documents related to the assignment –raw and refined statistical data, interview notes, meeting minutes, etc.
- A validation workshop with all partners and relevant stakeholders to discuss findings
- A final evaluation report incorporating feedback.

## **7. Envisaged timeframes**

The entire Evaluation will take a maximum of 45 workdays within the first and second quarters of 2026. Specific dates for the exercise will be settled consultatively between the parties.



## 8. Evaluation Quality & Ethical Standards

The evaluation shall conform to the OECD/DAC's Quality Standards for Development Evaluation. Therefore, the evaluators should specify in their application how quality assurance, in accordance with DAC's quality standards, shall be handled during the evaluation process.

Additionally, the Evaluation will uphold the following Quality Principles:

- **Utility:** Evaluations must be useful and used.
- **Feasibility:** Evaluations must be realistic, diplomatic, and managed in a sensible manner.
- **Ethics & Legality:** Evaluations must be conducted in an ethical and legal manner, with regard to the welfare of those involved in and affected by the evaluation.
- **Impartiality & Independence:** Evaluations should be impartial, providing a comprehensive and unbiased assessment that considers the views of all stakeholders.
- **Transparency:** Evaluation activities should reflect an attitude of openness and transparency.
- **Accuracy:** Evaluations should be technically accurate, providing sufficient information about data collection, analysis, and interpretation methods so that its worth or merit can be determined.
- **Participation:** Stakeholders should be consulted and meaningfully involved in the evaluation process when feasible and appropriate.
- **Collaboration:** Collaboration between key operating partners in the evaluation process improves the legitimacy and utility of the evaluation.

Diakonia retains sole and exclusive ownership of all final data and findings. Any dissemination or reproduction requires prior written authorization from Diakonia.

## 9. Evaluation team

The team of consultants should have the following qualifications:

*Technical Depth & Rigour:*

- The Consultant/firm must have an excellent track record in developing robust evaluation design, conducting baseline, mid-term, and end term assessments in regional, multi-country, multi-disciplinary settings in Africa.
- They must demonstrate proven understanding and expertise in social and economic justice, applying gender-responsive evaluation guidelines and integrating feminist and right-based approaches. Other thematic areas of knowledge include but not limited to:
  - Tax justice and illicit financial flows
  - Public debt management
  - Natural resource governance
  - Asset recovery
  - Gender justice
  - Civic space for CSOs
- Extensive experience in conducting evaluations along OECD/DAC assessment criteria, ideally leading an evaluation team, as well as experience in designing mixed methods studies /tools, data analysis etc.



*Implementation Capability and Logistics Strength:*

- The firm/Consultant has demonstrated proven capacity in executing evaluations similar to the one at hand across multiple countries in Africa, delivering high quality outputs with sharp timelines for international organizations.
- Strong analytical and writing skills with proven experience in producing high-quality evaluations with the ability to present complex information in a simple and accessible manner.

*Team Composition:*

- Core Team members should hold a Post graduate degree in Economics, Development Studies, Social Sciences or equivalent (with emphasis on research and analysis and monitoring and evaluation).
- Proven experience of at least 7 years in the development field working with Regional Civil Society in Africa. Extensive experience of conducting evaluations along OECD/DAC assessment criteria, ideally leading an evaluation team as well as experience in designing mixed methods, studies, tools, data analysis etc.
- Monitoring and evaluation experience of at least 7 years of similar regional programmes would be key.

**Application Process**

Applications shall be sent in soft copy on or before **19<sup>th</sup> February 2026** via the following email [africa@diakonia.se](mailto:africa@diakonia.se)

All applications should include the following:

**A Cover letter** of 300 words maximum.

**A technical proposal** (maximum 10,000 words): the technical proposal should include:

- Introduction entailing a description of the firm/consultant, the consultant/firm's qualifications and statutory compliance.
- Proposed Methodology for the assignment with its effectiveness and value addition to the assignment clearly explained.
- Firm/Consultant's experience in undertaking assignments of similar nature and experience from the geographical area for other major clients (Preferably in a table format including the following details: name of the organization, name of the assignment, duration of the assignment (Dates), link to final report, reference person contacts).
- Profiles of team members to be involved in the assignment.
- Understanding of the Terms of Reference and the task to be accomplished.
- Draft assignment framework and plan with a clear work plan (Gantt chart of activity and week of implementation) based on the timeframe provided.

**A financial proposal** (maximum 5000 words)



The financial proposal shall include:

- Details of all envisaged (itemized) costs of the assignment.

**Annex:**

- Results Framework
- Programme Proposal

(version 210305)

## Eligibility Confirmation

**<Annex to Tender (enter the name of the service/goods) and send as annex to tender>**

We, the undersigned tenderer, hereby certify that we are not in any of the situations listed below:

1. Bankrupt, subject to insolvency or winding-up procedures, where its assets are being administered by a liquidator or by a court, where it is in an arrangement with creditors, where its business activities are suspended, or where it is in any similar situation arising from a similar procedure provided for under national laws or regulations;
2. It is established by a final judgment or a final administrative decision that the candidate/tenderer is guilty of grave professional misconduct by having violated applicable laws or regulations or ethical standards of the profession to which the candidate/tenderer belongs, or by having engaged in any wrongful conduct which has an impact on its professional credibility where such conduct denotes a wrongful intent or gross negligence, including, in particular, any of the following:
  - a. fraudulently or negligently misrepresenting information required for the verification of the absence or grounds for exclusion or the fulfilment of selection criteria or in the performance of a contract.
  - b. entering into agreement with other economic operators with the aim of distorting competition.
  - c. violating intellectual property rights.
  - d. attempting to influence the decision-making process of Diakonia during the procurement procedure; or
  - e. attempting to obtain confidential information that may give undue advantages in the procurement procedure
  - f. breaches of ethical standards of conduct, relating to Diakonia's Code of Conduct for Suppliers, including but not limited to sexual harassment, exploitation and abuse, and child safeguarding violations.
3. it has been established by a final judgement or a final administrative decision that the candidate/tenderer is in breach of its obligations relating to the payment of taxes or social security contributions in accordance with the applicable law.
4. it has been established in a final judgement that tenderer/candidates, or persons having powers of repetition, decision making control over them, are guilty of any of the following: fraud, corruption, involvement in a criminal organisation, money laundering, terrorist financing, breaches of any of the intentions of the ILO Conventions listed in Chapter 2. "General Principles" or any other illegal activity damaging to Diakonia's or the donors' interests.
5. the tenderer has shown significant deficiencies in complying with main obligations in the performance of a contract financed by donors or Diakonia, which has led to the

early termination of a legal commitment or to the application of liquidated damages or other contractual penalties or which has been discovered following checks or audits or investigations; or

6. the tenderer, their subsidiary, another company belonging to the same group of companies, a consortium partner or other affiliate is found on the list of EU restrictive measures. The list of persons, groups, entities subject to the EU restrictive measures are published on the following website: [www.sanctionsmap.eu](http://www.sanctionsmap.eu)

If requested by Diakonia, proof as regards to the fulfilment of the eligibility requirements will be promptly provided.

This signed form is attached to our tender.

Tendering firm	
Place and date	
Signature of authorised representative of the tenderer	
Name in block letters	
Position	

## Code of Conduct for Suppliers

Goods or Services

(version 210305)

### Introduction

Diakonia's mission and overall goal is to change unfair structures – political, economic, social and cultural – that generate poverty and inequality, oppression and violence. We work together with partner organizations, movements and other relevant actors to secure the right to a life in dignity for all people – regardless of their age, sex, class, disability, ethnicity, gender, nationality, political conviction, religion or sexual expression and identity.

Diakonia's identity is characterized by the values of solidarity, justice, courage, commitment, and accountability, focusing on human rights, democracy and gender justice grounded in Rights Based Approach and Diakonia's feminist principles. We are committed to uphold a high level of ethical standards throughout in all our operations.

Procurement for us is an important procedure to ensure accountability. Based on this, the Diakonia Procurement guidelines state the expected conduct in procurement proceedings from the perspective of Diakonia staff members and of suppliers, respectively. Participation in a tender procedure organized by Diakonia is open on equal terms to all irrespective of nationality. In a declared humanitarian crisis, local tendering will be a priority<sup>1</sup>. Open and fair competition is the foundation for sound procurement and shall be made to the highest standards of ethics.

Diakonia is a member of the ACT Alliance and coordinates our Complaints and Incident Response Mechanism (CIRM) with the ACT Alliance and other member organizations when needed. Diakonia is also a certified Core Humanitarian Standards (CHS) organization and is compliant with the nine CHS Alliance commitments on quality, transparency, and accountability.

### Purpose and General Conditions

Diakonia activities are characterized by efficient use of resources, the promotion of good administrative and ethical practices and transparency in the management of funds and the prevention of corruption. We require our suppliers and contractors to act socially and environmentally responsible, and to actively work for the implementation of the standards and principles in this Code of Conduct. This Code is applicable to all suppliers and contractors of goods and services that Diakonia makes contractual agreements with for our operations and projects, and Diakonia requires suppliers to sign and respect these ethical requirements and standards.

It is the responsibility of the supplier to assure that their suppliers or sub-suppliers comply with the ethical requirements and standards set forth in this Code of Conduct.

Diakonia acknowledges that implementing social and ethical standards to ensure ethical behaviour in our supply chain is a continuous process and a long-term commitment for

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<sup>1</sup> Diakonia Procurement Guidelines, Chapter 3: Humanitarian Aid Procurement.

which we also have a responsibility. In order to achieve high ethical standards for procurement, Diakonia is willing to engage in dialogue and collaboration with its suppliers. Diakonia also expects suppliers to be open and willing to engage in dialogue to implement and improve ethical standards for their businesses.

Unwillingness to co-operate with or serious violations of the Code of Conduct will lead to the termination of contracts.

## **Ethical rules for suppliers in direct contact with Diakonia, partners and rights holders**

Diakonia is working in many challenging contexts together with partners and rights holders. This Code of Conduct reflects Diakonia's commitment in relation to the protection and respect of the welfare and rights of the people with whom we work. Any supplier contracted by Diakonia must therefore, as part of following the contract, and in direct contact with Diakonia staff members, partner organizations and rights holders in Diakonia's projects and programs ensure to:

- Always treat people they meet during assignments well, respecting their culture and rights.
- Never sexually exploit, harass or abuse any individual
- Never expose children<sup>2</sup> to risks or abuse, sexually or otherwise
- Always get written consent from the child and the legal guardian before interviewing, taking pictures/filming children in group or individually, before an article is written or when making a post on social media
- Avoid taking images of a child with information that could identify or put children in danger, and avoid compromising situations e.g. sexually suggestive photos and/or where children are not fully dressed
- When interviewing a person, and especially a child, always act with sensitivity around conversations or questions to avoid upsetting the person or the child emotionally

Unwillingness to follow or violate these rules may lead to the termination of contracts.

## **Human Rights and Labor Rights**

Suppliers are required to protect and promote human rights and labor rights to work actively to address issues of concern. The ethical standards in the following conventions form the benchmark for what is expected.

- **Respect for Human Rights (UN Universal Declaration of Human Rights)**  
The basic principles of the Universal Human Rights are that all human beings are born free and equal in dignity and in rights, and everyone has the right to life, liberty and security of the person. Contractors must their responsibility seriously to uphold and promote the Human Rights toward staff members and the community in which they operate.

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<sup>2</sup> Child or Minor: A person under the age of 18 (as defined by the Convention of the Rights of the Child).

- **Freedom of the Association and Protection of the Right to Organize Convention (ILO Convention: No. 87 and 98)**  
As a minimum, national minimum wage standards or ILO wage standards must be met by contractors. Additionally, a living wage must be provided. A living wage is contextual, but must always meet basic needs such as food, shelter, clothing, health care and schooling and provide a discretionary income - which is not always the case with a formal minimum wage.
- **Forced Labour Convention (ILO Convention: No. 29 and 105)**  
Contractors must not make use of forced labour and must respect workers' freedom to leave their employer.
- **Minimum Age Convention (ILO Convention: No. 138 and 182)**  
Contractors must not engage in the exploitation of children, and contractors must take the necessary steps to prevent the employment of child labour. A child is defined as a person under the age of 18 and children shall not be engaged in labour that compromise their health, safety, mental and social development, and schooling.
- **Equal Remuneration Convention (ILO Convention: No. 100 and 111)**  
Contractors must not practice discrimination in hiring, salaries, job termination, retiring, and access to training or promotion - based on culture, ethnicity, national origin, gender, sexual orientation and gender identity, political affiliation, disability, age or HIV/AIDS status.
- **Violence and Harassment Convention (ILO Convention: No. 190)**  
Suppliers must recognise everyone's right to work free of violence or harassment, including gender-based violence and sexual harassment.

## International Humanitarian Law

Suppliers linked to armed conflicts or operating in armed conflict settings shall respect civilian's rights under International Humanitarian Law and not be engaged in activities which directly or indirectly initiate, sustain, and/or exacerbate armed conflicts and violations of International Humanitarian Law <sup>3</sup>. Contractors are expected to take a 'do no harm' approach to people affected by armed conflict.

## Involvement in Weapon Activities

Supplier's shall not engage in or be associated with any development, sale, manufacturing or transport of anti-personnel mines, cluster bombs or components, or any other weapon which feed into violations of International Humanitarian Law or is covered by the Geneva Conventions and Protocols.

## European Union Sanctions list

Suppliers must not be engaged in or suspected of money laundering or terrorism financing activities and therefore subject to economic sanctions by the European Union. A supplier must certify that they are not subject to EU restrictive measures and is not published on the following website: [www.sanctionsmap.eu](http://www.sanctionsmap.eu)

<sup>3</sup> This includes pillage/looting which is the unlawful taking of private property for personal or private gain based on force, threats, intimidation, pressure and through a position of power accomplished due to the surrounding conflict.

## Protection of the Environment

Diakonia wishes to minimise the environmental damages applied to the environment via our procurement activities. Suppliers and contractors shall therefore similarly act in an environmentally responsible manner when contracted within Diakonia’s programs and/or projects.

## Anti-Corruption

Diakonia’s defines corruption as: “The abuse of power for illegitimate individual or group benefit”. Diakonia holds a great responsibility to prevent and avoid corruption to ensure high standards of integrity, accountability, fairness and professional conduct in Diakonia’s business relations. Suppliers shall have the same approach by undertaking good and fair business ethics and practices, take action to prevent and fight corruption, and abide by international conventions as well as international and national laws. A supplier’s involvement in any form of corrupt practice during any stage of a selection process, in relation to the performance of a contract or in any other business context, is unacceptable and will lead to the rejection of bids or termination of contracts. Examples of such behaviour includes, but is not limited to, money laundering, fraud, evading taxes and social security payments, nepotism, conflict of interest. etc.

## Report Violations

Should a supplier or contractor during their contract with Diakonia become aware of or be confronted with any violation of this Code of Conduct, they shall report this in Diakonia’s Complaints and Incidents Response Mechanism. This can be done to a Diakonia staff member, or directly via this link: <https://diakonia.whistleblower-eu.com/>

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<Supplier/ Consultant> We/I hereby acknowledge acceptance of the terms in the Diakonia Code of Conduct for Suppliers by signing this document.

<Supplier/ Consultant>	
Place and date	
Signature of authorised representative of the tenderer	
Name in block letters	
Position	