



**INTEGRATION FOR PEACE & HOPE
RESTORATION UGANDA**

INTEGRATION FOR PEACE AND HOPE RESTORATION UGANDA (IPHRU)

PROCUREMENT MANUAL

Board Approval

Following deliberation by the board on the directors, IPHR Uganda Procurement manual, and other related policy manuals held on this day 22nd of May 2020 in Kampala.

I, Katongole Sulaiman as the chairperson to the Board of Directors for Integration for Peace and Hope

Name

Namaganda Hadija

Executive Director

Name

Katongole Sulaiman
Chair Person B.O.D



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1 INTRODUCTION

This Procurement Manual has been designed to guide stakeholders on the procedures to be followed while procuring goods, services, and disposal of used assets. Procurement is the process of acquiring goods (materials, supplies, and equipment), services, and civil works as required. It also entails supplier relationship management and supplier contract administration. The Procurement Manual outlines procedures to guide all stakeholders include; projects, vendors, internal, external customers, and board of Directors. Compliance with the procedures in this manual will ensure accuracy in maintaining credible and reliable records, the effective management of orders, contracts, way bills, and delivery notes, tracing statements, inventory reports, thereby strengthening personal and IPHRU's organizational integrity on internal and external management compliance procedure to this guideline. The principle of segregation in Procurement shall apply to four categories thus:

- Planning, budgeting and initiation of purchase;
- Search for vendor/supplier quotations/Bids and vetting quotations;
- Approving purchase/suppliers and Contracting;
- Receipt of supplies/services, inspection and Payment

All procurement engagements shall aim at achieving value for money. This procedures shall adhere to the 5 "Rights of procurement". These are:

- I. **Right Quality;** (Satisfactory, accurate specification, quality standards).
- II. **Right Quantity;** (Sufficient quantity to meet demand and maintain service levels).
- III. **Right Place;** (Delivery point, package and transport).
- IV. **Right Time;** (Delivery of goods at the right time to meet demand).
- V. **Right Price;** (Price and supplier analysis, competitive pricing and negotiation)

1.1 Procurement Vision, Mission and Core Values

Mission Statement

Establish strategic thinking in all procurement efforts; to improve best practices, and expertise by creating value through strategic sourcing, technology systems integration, and exceptional customer experience.

Vision Statement.

A partner for optimal customer satisfaction, Procurement Excellence and Professionalism.

Environmental Statement

Shall strive to maximize customer value and achieve a sustainable competitive advantage. Our procurement decisions will respect and support the environment.

1.2. Core Values

- a. Quality
- b. Transparency, fairness/equal treatment
- c. Competition
- d. Integrity.
- e. Accountable
- f. Value for money

1.3. Objectives

The objectives of this Procurement manual are consistent with IPHRU vision, mission and core values. The objectives are:

- a. To guide procurement and assets disposal processes.
- b. To ensure accountable, ethical and transparent processes.
- c. To secure value for money in procurement and asset disposal.
- d. To promote timelines efficiency and effectiveness in procurement.

1.4. Glossary of Terms

Procurement; describes the activities and processes to acquire Goods, works, and/or Services from the market (suppliers/service providers/contractors/rights and privileges) that facilitate IPHRU to operate well to address its mandate to achieve its mission.

Purchase requisition form: An official request initiated by a user that triggers the process of procuring a good, service, or work.

See Annex 1

Request for Quotation: An official request for quotation from suppliers/vendors. **See Annex 2**

Form of tender: A document submission made by a prospective vendor in response to an invitation to tender

Purchase order: An official contractual document in favor of a bidder or supplier bearing the following and not limited to the description of the goods, services, or works, quantity, value, unit of measure, delivery location and contract terms. **See Annex 6**

Single sourcing: Where one supplier provides unique service/goods/works. This occurs when there is only one supplier in the market (monopoly).

Waiver: This is a document used to justify in situations of single sourcing. **See Annex 4B**

Storage: is a facility or facilities used for keeping goods. Storage facilities shall be of high quality, spacious, temperature regulated, well secured, and well organized. Regular reports on storage shall be produced monthly and annually such as inventory and annual stock taking.

Waybill: A document used to dispatch goods/items. **See Annex 8**

2. PLANNING FOR PROCUREMENT AND COMMODITY MANAGEMENT

2.1 Overview of Principles and Pillars

1. Supplier engagement

To encourage supplier engagement to support in achieving the objectives of IPHRU procurement processes. Treat them with courtesy, fairness, respect, honesty and professionalism to ensure no supplier has an unfair advantage over their competitors.

2. Value for money

To achieve the best value for money in all procurements and disposals.

3. Effective competition- Public sector entities should maximize the contribution to the commercial, regulatory and socio-economic goals of Government in a balanced manner appropriate to the procurement requirement.

4. Responsiveness – IPHRU endeavors to meet the aspirations, expectations and needs of the community served by the procurement.

5 Customer satisfaction

To procure goods, services and works of the appropriate quantity and quality at the right price within the agreed timeframe.

6. Transparency, accountability, fairness, competition and integrity

To apply the principles of integrity, transparency, accountability, and efficiency in all procurements and disposals by eliminating unethical practices and maximize the economic, financial, social and environmental benefits;

- Integrity means that the procurement processes are honest and consistently compliant with the relevant laws and applicable policies and procedures.
- Transparency means procurement and disposal decisions are made above board and stand up to the external scrutiny).

7. Risk management

To mitigate business risks and potential internal and external conflicts of interest by applying specific and transparent policies.

2.1.2 Pillars of Planning for Procurement and Commodity Management

Planning is the first successful step for ensuring efficient and effective procedures in procurement and commodity management operations at **IPHRU**. The pillars in planning comprise needs, priorities, criteria, standards and specifications of what is to be procured whether goods, services or works. In principle, planning is guided by needs and priorities, financial budgeting, specifications of what is to be procured in goods and services. Procurement strategy for identifying, vetting and approving suppliers/vendors is essential. In addition, setting criteria against which decisions on procedures for

procurement and commodity management shall be based is crucial. It unifies the purpose of procurement across all levels of procurement and commodity management at **IPHRU**. Establishing standards of quality also guides **IPHRU** on what to accept or reject in supplies of goods and services. Such standards need to be disseminated to all Personnel so that the standards are used keenly across all levels at **IPHRU**.

2.1.3 Effectiveness and Efficiency

Within **IPHRU**, all procurements shall be effected on need-based planning. This shall take account of managed direction in relation to **IPHRU**'s organizational processes and work both at Juba Head office and field offices. Efficiency and effectiveness in procurement and commodity management shall be applied on the basis of effort, time and finances.

Effort needed from staff to fulfill the procedures and process in procurement shall be thought out thoroughly, so as to conserve time and attain best results from use of time and effort of staff. Time used shall account for quality and quantity of results in procurement and commodity management. Finances used shall be efficiently applied to ensure lasting effect against the cost incurred in purchase, and a balance between expense and quality. In principle, cheap is not always efficient, neither is expensive quality.

2.1.4 Procurement Planning

Prior to any procurement, action planning shall take place in the relevant level at **IPHRU**. The planning shall identify or anticipate in advance the types of needs for procurement, the specifications of needed supplies, estimated costs and budget, all these shall be by the financial budget. In the event prices change during the implementation of the procurement plan, i.e. increase in prices of goods due to external factors that suppliers and vendors cannot control, **IPHRU** shall revise the procurement plan. The procurement plan is prepared annually, bi- annually or quarterly by each department and submitted to the Procurement office. The procurement plan enables;

- Organization to avoid emergency procurement whenever possible.
- Projects to aggregate requirements into large contracts and gain economies of scale.
- Projects to spread the procurement workload according to their resources and undertake joint procurements when purchasing similar items.

2.1.5 Identification of vendors

Planning should also include identification of best placed vendors of goods, services and works. An annual or bi-annual list of the different suppliers and vendors by category should be developed to support efficiency in the procurement process. This does not mean that the suppliers and vendors on the list will not be vetted when implementing the procurement procedure.

At the time of procurement, the procedure shall act in protecting **IPHRU** from overpaying what is the due true price for goods and services. This can be achieved by comparing prices at least three independent sources of a quotation that are not unduly influenced. The second aspect is to protect **IPHRU** from spending too much time in the procurement process or managing difficult vendors in the process. Such actions costs time, effort and money thus **IPHRU** is affected by losses as a result.

A member of staff who dully interferes with this principle would be considered to have breached the principles of integrity, confidentiality and accountability. Interference by members of staff breaks the principle of separation of roles, and so becomes conflict of interest. **(See annex 3 for template for conflict of interest).**

2.1.6 Vetting and Approving Vendors

Prior to the order for procurement, several vendors on the identified list are provided with specifications of what is needed. They use this to prepare quotations which are reviewed, rated and graded. This is used for selecting successful vendor for issuance of Purchase Order. Each order shall also state the quantity and timeline for delivery.

In response, the vendor is expected to respond to the supply on time and with relevant documentation such as delivery notes, invoices that quote the order number, and indicate the agreed sale price, invoices etc. These documents are received at **IPHRU** and verified in the laid down procedure before payment. At the point of receiving the supplies, the procurement officer at **IPHRU** inspects the supplies against the order and then signs the delivery note.

Based on the documentation, the payment procedure is put into place until the payment process is completed. With such as systematic process, no payment should last more than 30 days unpaid by **IPHRU**, all vendor payment shall be through cheque or bank transfers. This increases the safety and security of money and personnel at **IPHRU**.

2.1.7 Advance planning and timely delivery

All personnel shall endeavor to manage procurement processes to meet the needs timely. Crisis management of procurement gives advantage to vendors and is not a prudent approach to procurement and commodity management. It could lead to short and wrong supplies, poor quality of supplies, wrong specifications and outdated commodities. Where goods and services are required on a regular basis, framework agreement shall be made with a vendor who can maintain a regular supply on affordably acceptable terms and conditions. A comprehensive Procurement plan shall be developed at each financial year and amended based on needs.

Procurement plans shall be informed by program priorities and quality. Where need be, market surveys and desk reviews shall be the basis for ascertaining the best available specifications, rates/charges, pricelists, etc. This shall be accomplished prior to planning,

2.1.8 Setting Standards for vetting of Vendors.

As part of procurement and commodity management, standards for vetting shall address aspects such as reliability, and capacity for vendors to deliver on time as ordered. As a general rule, this shall encompass creditworthiness of vendors. It shall be based objectively on assessing the caliber, qualifications and authenticity (character, credit worthiness, capacity) of the vendors.

3 AUTHORITY OF THE PROCUREMENT FUNCTION

The procurement unit is headed by the head of Operation. Based on the Procurement plan, Procurement office shall guide in all the procurement processes and ensure adherence to the procurement manual.

3.1. Management Procurement Function

The Head of Operation shall be responsible for the oversight of procurement processes across **IPHRU**, delegating logistics and procurement officer as appropriate. Keys roles of Head of Operation includes;

- Establishing a Procurement Committee,
- Ensuring that Procurement Units are staffed to an appropriate level with procurement professionals.

The Executive Director shall appoint an evaluation committee to play an oversight role in the work of the procurement committee based on the terms of reference in the manual.

3.2.1 Functions of the Procurement Office/Unit.

The functions of the Procurement office shall include:

- i. **Sourcing and Vendor Management:** The procurement office shall be responsible for identifying, and evaluating potential vendors and managing the prequalified list of vendors. This function shall include conducting market research, issuing requests for proposals (RFPs) or requests for quotations (RFQs), negotiating contracts, and managing relationships with vendors.
- ii. **Purchasing and Ordering:** The procurement office shall handle the purchasing process, which involves creating purchase orders, processing requisitions, reviewing and approving purchase requests, and ensuring that orders are placed with approved vendors in a timely manner. The Procurement unit shall initiate payment once goods and services have been delivered.
- iii. **Contract Management:** The procurement office shall manage contracts with vendors, ensuring that terms and conditions are adhered to, and monitoring contract performance in consultation with other line managers.
- iv. **Budgeting and Cost Control:** The procurement office shall work closely with finance and budgeting departments to ensure that procurement activities align with the organization's budget constraints.
- v. **Compliance and Risk Management:** The procurement office shall ensure that procurement activities comply with relevant laws, regulations, and organizational policies. This shall include managing risks associated with procurement, such as supply chain disruptions, fraud, corruption, and conflicts of interest, and implementing risk mitigation strategies.
- vi. **Training and Capacity Building:** The procurement office shall provide training and capacity building for staff involved in procurement activities to enhance their knowledge and skills in procurement practices, contract management, vendor relations, and compliance with policies and regulations.

- vii. **Procurement Policy Development:** The procurement office shall lead the review and development of the procurement manual, procedures, and guidelines. This shall include establishing best practices, ensuring compliance with regulations, and promoting transparency and accountability in procurement activities.
- viii. **Procurement Evaluation Committee Roles**
- I. Evaluate the bids using the criteria stated in the solicitation documents.
 - II. Prepare Evaluation Report.
 - III. Recommend in the report which bidder should be awarded the contract.
 - IV. Maintain confidentiality throughout the process.
- xi. **Tender Evaluation Committee**
Responsible for the evaluation of tenders, , and the preparation of Tender Evaluation Reports
Evaluate the bids using the criteria stated in the solicitation documents, Recommend in the report which bidder should be awarded the contract Maintain confidentiality throughout the process

3.0 PROCUREMENT PROCESS

The procurement process at **IPHRU** is wrapped up into four clear steps:

- Needs identification (by user departments);
- Specification development;
- Sourcing, awarding and placing orders;
- Supplier management to facilitate timely delivery.

3.1 Prequalification of vendors.

Every after 3 years, **IPHRU** shall initiate a call for vendor prequalification. **IPHRU** procurement unit shall determine the application fees for each category. A public call for tendering will be made through various communication channels for at least 15 working days. Hard copy applications shall be received and open only after the deadline/or expiry of the advertisement period and subject to review process set by the procurement committee. Factors to consider in vendor rating will include but not limited to:

- Vendors' legal status.
- Price and cost.
- Quality of goods.
- Service record.
- Availability of goods.

- Ability to deliver in time.
- Good communication.

3.2 Procurement Requisition Form.

Requests for goods and services originate from different users and units based on the procurement plan. The needs are communicated to the procurement team in the form of a “Procurement Request” as attached in **Annex 1**. The needs must be clear, and unambiguous. The specifications shall contain the essential information or characteristics of the items but should not be over or understated or contain non-essential features that might limit the sources of supply or limit the number of potential vendors.

The specification is a detailed description of the design, quality, quantity, works, the services, or materials etc. It describes in detail the requirements to which the supplies or services must conform. The basic requirement of a good specification is to clearly identify the service or product to stakeholders. The specifications must be clear to all parties. That is the user/unit, procurement, and the supplier. Factors to consider when specifying a product:

3.2 Sourcing, Awarding and Placing Orders

3.2.1 Sourcing method

Sourcing is the process of identifying sources of supply that can meet the immediate and future requirements for goods, services and works in a time frame of two to four weeks.

- Cash purchase on approval;
- Informal solicitation method for purchase from open Market through request for quotations
- Formal solicitation method for purchase from open market through invitation to tender
- Donations from other agencies; and borrowing and returning from stock held by other agencies/organizations network;
- Drawing from existing stock within **IPHRU**;
- Calling-offs from existing - supply/framework agreements/long term agreement.

3.2.2 Evaluation and Awarding

The process of evaluating tenders/bids and awarding of contracts to vendors determines the actual quality, reliability, delivery, efficiency etc. of the goods, services and works. The procurement unit will coordinate the following:

- Analyzing and evaluating the bids against set objective criteria, specification requirements and presenting the analysis to the procurement committee as appropriate. This process is applicable for both quotations and tenders;
- Verification of vendors capability and quality control/assurance processes as appropriate;
- Reviewing product and/or inspection of results where necessary;
- Verification of technical evaluation reports where applicable;
- Negotiating with vendors where it is recommended by the respective committee;
- Placing orders and expediting the delivery.

3.2.3 Placing Orders and Contracting

The next step in the process involves placing orders for the goods or services with the vendor, or establishing contracts. The orders/contracts establish contractual relationships between **IPHRU** and the vendors. The contractual relationship will either be:

- Purchase Orders.
- Service Order
- Simple Service Contract.
- Agreements.

3.3 Vendor management

3.3.1 Progressing/Expediting

Once the order is placed and the vendor has confirmed receipt and agreed to the contract terms and conditions, procurement Unit shall monitor the progress of orders and the performance of the vendors. Continuous monitoring will enable **IPHRU** identify bottleneck/or gaps to facilitate course correction.

3.3.2 Delivery and Return

Once goods and services are delivered, the requestor/or their delegate shall acknowledge receipts of goods/services by signing good received and delivery note. In the event of works/services, the certificate of completion shall be duly signed. The goods or services once received and accepted shall be registered in stock/inventory.

3.3.3 Vendor performance:

Vendor performance monitoring shall be done by the procurement unit to ensure quality goods/service delivery. The procurement unit shall utilize information from performance monitoring to inform procurement committee processes.

3.5 Payment

Upon acknowledgement of delivery, relevant documents related to the delivery shall be processed and forwarded for payment processing in finance and accounts unit.

Once the goods are delivered, they are then recorded in the inventory and committed to storage for distribution. At times, they may be transported to final distribution points. For this, additional documents are generated in the process to support transactions at the storage and inventory. These documents are finally consolidated to provide inventory and stock reports.

3.6 Stores, Storage and Commodity Management

3.6.1 IPHRU Inventory

IPHRU has an established Inventory System unifying stock records system in all locations. Regular stock update reports monthly, and quarterly and bi-annual stock reports shall be prepared and submitted to the management for review. Annual stock taking shall be done to reconcile all stocks and inventory and the reports shall be submitted to management.

3.6.2 Inventory and Stock Control

Once inventory reports are submitted the management shall then monitor the correctness of records and value levels of stock in order to determine what needs to be improved in stocks either in the system, stock levels or in the process of determining stocks and stores that ought to be removed either due to expiry or other reasons.

3.6.3 Fixed Assets Management.

Fixed Assets shall be recorded but expensed in the year of acquisition. Depreciation shall be calculated for these assets using the straight-line depreciation method, where the amount of the deduction for depreciation is the same for each year of the life of the asset. A register of fixed assets shall be maintained to record the historical costs of the assets, the year of acquisition and the supplier/manufacturer to facilitate the calculation of depreciation.

4.0 PROCUREMENT REPORTS

4.1 Types of reports

The procurement unit shall provide management with bi-weekly reports on progress of all current orders in process and the stage in the process. However, the stores and storage system shall have monthly, quarterly, bi-annual and annual inventory reports. The procurement progress monitoring shall be done through the procurement tracking sheet.

In addition, all minutes of the procurement committee, shall be kept as part of reporting needed for management reference.

4.2 Stock Counts Reporting

IPHRU shall conduct regular physical stock counts. The personnel in charge of stores shall prepare monthly reports and submit to the Procurement Manager and a copy to Finance and Accounts Office. The monthly report shall indicate the level of stores by type. The report shall set out a priority list the intended purchases required for the next report period.

Where necessary **IPHRU** shall carry inspection of stores and storage on quarterly basis. The designated officer and Finance Manager shall conduct a physical stock count and deliver a report to the Executive Director with a copy to the Head of Programs and Head of Finance and Accounts. A random quarterly stock count will be put in place. Any discrepancies or variances between inventory and physical count balances shall be clearly highlighted and explained.

4.3 Procurement Thresholds

All procurement of less than 200 \$ shall be approved as appropriate for petty cash payment. For purchases worth 200 \$ or more, the procurement processes and procedures in table 5.3.1 below apply.

4.3.1 Threshold Table

Amount	Procurement Procedure & Documentation Required with Requisition	Approval Process
200 \$ -To less than 500 \$.	The requesting officer shall make a formal request to the procurement officer specifying the goods or services required. The procurement officer shall make a request from the list of prequalified vendors.	Procurement officer shall review bids based on the criteria and recommend the suitable vendor for the approval.
500 \$- Less than 3000 \$.	<p>Informal solicitation method.</p> <p>Simple Request for Quotation (RFQ) and as many suppliers as possible should be invited and given ample time to submit their</p> <p>Offers, and a minimum of three valid offers should be received unless a lesser competition is duly justified. Quotes shall be provided in writing and can be submitted in the form of an email, letter or fax, but they can be opened only after the deadline for submission expires.</p>	Procurement officer to do an analysis of bid comparison and submit to the management for review and approval. The successful vendor is awarded the PO.

From 3000 \$ - Less than \$10,000	Informal solicitation method Request for Quotation (RFQ) documents with details of requirements/specifications and as many suppliers as possible should be invited. Ample time shall be for suppliers to submit their offers, and a minimum of three valid offers should be received unless a lesser competition is duly justified. Offers must be in writing and can be submitted via email, letter, or fax, and opened only after the expiration date for submission is passed.	Procurement officer to do an analysis of bid comparison and submit to the procurement committee for review and recommendation. Management will review and approve the recommendation of the committee. The successful vendor is awarded the PO.
\$10,000 or greater	Formal solicitation Method Specifications for competitive bidding through tender notice. Sole Procurement for specialized items or sole source justification if only one vendor can provide the item needed will require authorization from the Donor/ Partner. Tender floating time is a minimum of four (4) weeks or a minimum of 2 weeks under justified cases.	Procurement officer to do an analysis of bid comparison and submit to the procurement committee for review and recommendation. The evaluation committee shall review and make final recommendations. Management will review and approve the recommendation of the committee. The successful vendor is awarded the PO.

SIGNITORY AUTHORITY METHODS FOR PROCUREMENTS				
PROCUREMENT TYPE	COST	PROCUREMENT METHODS	APPROVED SIGNATORY	AUTHORIZED SIGNATORY
Goods, services and works	200\$ - To Less than \$500	Direct	Project Manager And Finance Manager	Executive Director
Goods, services and works	\$500 to less than \$3000	Competitive	Head of Program, Head of Operations And Finance Manager	Executive Director
Goods, services and works	\$3000 to less than \$10000	Competitive	Procurement Committee, Head of Programs, Head of Operations, And Finance Manager	Executive Director
Goods, services and works	Above \$10,000	Open Tender	Procurement Committee, Evaluation committee, Head of Programs, Head of Operations, And Finance Manager	Executive Director

4.4 Justification for waiver of competition

At **IPHRU**, competition is normally the most effective method to ensure best value for money is achieved. Although competitive bidding is the general rule in **IPHRU**, exceptions may apply in the following cases, subject to the provision of the necessary justification:

- a) When there has been a previous determination or there is a need to standardize the requirement;
- b) When offers for identical products and services have been obtained competitively within a reasonable period and the conditions of contract and price remain competitive;
- c) When, within a reasonable prior period, a formal solicitation has not produced satisfactory results;
- d) When the proposed procurement contract is for the purchase or lease of real property and the market conditions do not allow effective competition;
- e) When there is an exigency for the requirement;
- f) When the proposed procurement contract relates to obtaining services that cannot be evaluated objectively; and
- g) When a formal solicitation will not give satisfactory results.

Where one or more of the above circumstances occur, the management of **IPHRU** may decide to waive the requirement of the competitive bidding process. Such a decision shall be fully documented and justified in writing and kept in the procurement file, (***Annex 4B -Memorandum of waiver of competitive bidding template***).

4.5 Segregation of Duties

Segregating duties and establishing appropriate internal controls, **IPHRU** staff shall only be authorized in one of the two functions, i.e. either commitment or disbursement.

5.0 ETHICS IN PROCUREMENT

In tandem with the **IPHRU** procurement principles, procurement shall be conducted in an ethical manner, with total impartiality, and without any preferential treatment. **IPHRU** has adopted the following code of conduct with regard to ethics in procurement:

- a) A zero-tolerance policy on fraud and corruption;
- b) no room for corrupt and fraudulent practices or any other form of misconduct including conflict of interest (see **Annex 3** for declaration of no conflict-of-interest form);
- c) Maintain confidentiality;
- d) Not to benefit from gifts and hospitality, and;
- e) Abstention from proscribed practices;

6.0 VENDOR CODE OF CONDUCT

Vendors shall act in the best interest of **IPHRU** while conducting business. Sanctions shall be placed on vendors who engage in corrupt practices in the procurement process in accordance with the principles detailed in the **IPHRU** Vendor Code of Conduct and UN Supplier code of conduct regarding labor, human rights, environment and ethical conduct. Vendors will be contracted if they perform satisfactorily and in strict compliance with the principles detailed in the UN Supplier Code of Conduct regarding labor, human rights, environment and ethical conduct, to which **IPHRU** is committed. All vendors intending to do business with **IPHRU** shall take it upon themselves to access all codes of conduct referred to herein. **See Annex 9**

7.0 CUSTOMS AND TAXATION


IPHRU is a charitable organization and shall use this status to obtain tax exemptions from the Government of South Sudan. Vendors shall clearly state what proportion of their quotation or bid represents taxes. Based on that, **IPHRU** shall present request for tax exemption to the National Revenue Authority and /or Ministry of Finance and Planning as appropriate. This shall be done in consultation with donors where applicable for advice on whether and how these payments may be exempted under the applicable international and national legal instruments.

8.0 DOCUMENTATION OF PROCUREMENT ACTIONS

IPHRU has elaborate records management procedures where all procurement actions are fully and transparently documented. Every procurement action shall follow the appropriate forms in the procurement manual and any other tools that shall be adopted subsequently. Each step of the procurement process shall allow for effective management of procurement activities and ease of reference and document retrieval. Documentation Procurement records should be retained in the archives for a minimum of five years, for auditing purposes.

ANNEXS.

9. ANNEX 1: PROCUREMENT REQUISITION FORM

 Purchase Request (PR) Form												
No001										Office Code: HRSS		
DELIVERY ADDRESS:			Integration for Peaace & Hope Restoration Uganda				LOCAL CURRENCY ABBREVIATION		USD		Expected PO Award Date:	
PR DESCRIPTION:							EXCHANGE RATE: \$1 USD =				Required Delivery / Completion Date:	
LOCATION	Qty	Unit	Description				Office Code	Budget Code	Activity Code	Estimated Unit Price / Cost	Estimated Total Price / Cost	
Requested by:	PROGRAM		Date:	Name:	Signature:	Type of Purchase Request					TOTAL LOCAL:	-
Logistics Review	LOGISTICS		Date:	Name:	Signature:						TOTAL USD:	
Financial Review	FINANCE		Date:	Name:	Signature:	Goods		Works		TOTAL USD:		
Program Review	PROGRAM		Date:	Name:	Signature:							
Approved by	ED		Date:	Name:	Signature:	Services						

[illegible]

ANNEX 3: CONFLICT OF INTEREST DECLARATION

PROCUREMENT COMMITTEE MEMBER'S DECLARATION OF NO CONFLICT OF INTEREST

Before signing this form, the staff acknowledges that they received prior notice of the meeting agenda one day prior to the bid evaluation meeting. By signing this form, the procurement/evaluation committee member declares that they have NO Conflict of Interest in any of the bidders below.

Date of Evaluation

List of Contracts or Procurements being evaluated.


Tender /RFQ Number	Vendor	Conflict of Interest	
		Yes	No

Declaration

By signing this document, I confirm that I have NO Conflict Of Interest with a person, firm, corporation of other business that is competing for the above contract/(s) with Integration For Peace and Hope Restoration Uganda (**IPHRU**). I have not participated, directly or indirectly, by committee or as an advisor, consultant, employee, agent, trustee, or otherwise, in the development of a proposal for any individual or business entity that is competing for the above contract(s).

Name	Designation	Signature	Date

ANNEX 4 A: PROCUREMENT BID ANALYSIS FORM

<div>  <div> INTEGRATION FOR PEACE & HOPE RESTORATION . </div> </div>										COMPARATIVE BID ANALYSIS No.					
										date					
										DONOR					
										Currency		USD			
				Bidder 1		Bidder 2		bidder 3							
N°	Items / Description	Qty	Unit	Price / Unit	Total Cost	Price/ Unit	Total Cost	Price/ Unit	Total Cost						
GRAND TOTAL															
N°	Criteria														
1	Price level (H/M/L)														
2	Quality (H/M/L)														
3	Delivery lead time- Days														
4	Delivery terms														
5	Payment terms														
6	Quotation valid untill														
8	Supplier status (potential/qualified)														
Offer Awarded to:															
<div> JUSTIFICATION PROCUREMENT COMMITTEE REVIEW </div>															
Procurement Review		Financial review		Program Review		Executive Director									
Name															
Position															
Date															
Signature															

Annex 4 B Waiver of Competitive Bidding

IPHRU requires goods and services to be competitively bid when it serves the Organization's best interest. Current purchasing procedures states that the purchasing department has the authority to approve waiver of competitive bidding.

SECTION 1 – Rationale for requesting Waiver of Competitive Bidding. Please check the appropriate box that explains your reason(s) for the bid waiver then record the explanation/justification for the selection below.

Sole Source – Goods or service can’t be purchased from any other supplier

Single Source – More than one supplier could provide the goods or service but one supplier was selected for economic reasons. Single source suppliers are used in situations where using a different supplier would result in incompatibility with existing goods or services; and/or require considerable training, time and expense; the total cost of ownership is less than purchasing the goods from the low bidder.

Emergency – Goods or services are needed to correct or prevent an emergency health, environmental or safety hazard; special or time sensitive events; and/or emergency repair or replacement of existing equipment essential for daily operations.

Grant Designated Vendor and Goods- The vendor and goods/services requested were specified in the proposal and listed in the award agreement. *Attach relevant page(s) of the grant proposal.*

Explanation/Justification for Sole Source, Single Source or Emergency or indicate Grant and awarding agency:

SECTION 2 - Departmental Approvals

Beginning Date Of Waiver Request		End Date Of Waiver Request	
Vendor		Waiver	PRF No.
Budget code. #			
Initiator Name (If Applicable)			
Reviewer Name			
Approver Name			
SECTION 3 – (Purchasing Use Only)			

Purchasing
(Finance :

Approval


Date:

Forward completed form to Procurement Office or email to logistics@iphuganda.org

ANNEX 5: CYCLE REVIEW ON HOW TENDERS ARE AWARDED



ANNEX 6: PURCHASE ORDER

INTEGRATION FOR PEACE & HOPE RESTORATION UGANDA Plot No. 150 info@iphruganda.or iphruganda@gmail.com logistics@iphruganda.org www.iphruganda.org					PURCHASE ORDER NO: 234 Date:	
CUSTOMER		BILL TO		DELIVER TO		
		Logistics department IPHR UGANDA		Plot No. 150 info@iphruganda.or iphruganda@gmail.com logistics@iphruganda.org www.iphruganda.org		
START DATE	DELIVERY DATE	ORDERED BY				
		Logistics Department HRSS				
Quantity	Description			Unit	Rate	
APPROVED BY		SIGN				
				Subtotal \$		
				\$ -		
Authorised Signatory				Total Amount \$		
				\$ -		
ACCEPTED BY						
Company Name:.....						
Represented by:.....						
Date & Signature:.....						
Stamp:						

INTEGRATION FOR PEACE & HOPE RESTORATION UGANDA

GOODS RECEIVED NOTE

info@iphruganda.org | iphruganda@gmail.com | logistics@iphruganda.org www.iphruganda.org

[illegible]

ANNEX 9

IPHRU is strongly committed in observing the highest ethical standards in all its procurement activities. As such, this Code of Conduct for Suppliers has been prepared to provide clear summary of **IPHRU's** expectations from the suppliers in all procurement dealings, ensuring that internationally recognized procurement ethics are followed. Transparency and accountability should be strictly adhered to in all procurement activities.

Suppliers are strongly urged to familiarize themselves with this Code of Conduct to ensure successful working relations with **IPHRU**.

IPHRU expects all contracted suppliers and companies seeking to sell goods or services to conduct their business in accordance with the highest ethical standards. Suppliers or potential suppliers must strictly comply with all rules and regulations on bribery, corruption and avoid unacceptable business practices. Hence suppliers are expected to observe the following:

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- To immediately declare if any of the Company's staff and/or officers had or have any relative employed with **IPHRU**. Failure to make such declaration shall be construed as a conflict of interest and might result in the Immediate termination of the present contract agreement and exclusion of the supplier from future procurement activities and/or legal action as deemed fit by the Organization.

Representation from Suppliers

IPHRU shall expect all its suppliers to honestly declare and warrant that:

- It will comply with all rules, regulations and statutory requirements relating to the provision of the products/ services to **IPHRU**.
- It will not act in concert with other suppliers or agents when participating in a bid.
- It will only supply products that are certified to be of merchantable and satisfactory quality
- The supplier possesses the necessary capabilities, equipment and suitable place of business to perform its obligations.
- It shall not contract out or subcontract or outsource any portion of the products/services unless prior written consent from **IPHRU** has been obtained; and,
- It shall maintain the highest standards of integrity and quality of work at all times.

Applicability of the Code of Conduct

This Code of Conduct shall apply to all Suppliers, contractors and to other entities acting on behalf of them (with approval of **IPHRU**).

Monitoring compliance to the Code of Conduct

To facilitate the monitoring of suppliers' compliance with this Code of Conduct, **IPHRU** expects suppliers to:

- Develop and maintain all necessary documentation to support compliance with the described standards; such documentation must be accurate and complete;
- Provide **IPHRU**'s representatives with access to relevant records, upon **IPHRU**'s request;
- Allow **IPHRU**'s representatives to conduct interviews with the supplier's employees and with management separately;
- Allow **IPHRU**'s representatives to conduct announced and unannounced site visits of supplier locations; and
- Respond promptly to reasonable inquiries from **IPHRU**'s representatives in relation to the implementation of the Code of Conduct.

Secure Communication Channels

IPHRU has established a secure communication channel to enable the suppliers to raise their concerns confidentially and responsibly. If the supplier has questions about the Code of Conduct or wishes to report a questionable behavior or possible violation of the Code of Conduct, the Supplier is encouraged and should contact **IPHRU** Procurement and Supply Unit at email address logistics@iphruganda.org

IPHRU will not tolerate any retribution or retaliation by anyone against a concerned Supplier who has, in good faith, sought out advice or has reported questionable behavior and/or a possible violation. **IPHRU** will take disciplinary action up to and including termination of contract for anyone who threatens or engages in retaliation, retribution or harassment of the concerned individual. Identities and contents of all information or complaints will be treated strictly confidential.

SANCTIONS

Breach of the Code of Conduct may result in actions being invoked against that supplier, in addition to any contractual or legal remedies. The actions applied will depend on the nature and seriousness of the breach and on the degree of commitment shown by the supplier in breach to its obligations under the Code of Conduct. The range of actions available to be imposed on the supplier includes but are not restricted to the following:

- Formal warnings – that the continued non-compliance will lead to more severe actions;
- Disclosure of nature of breach to all donors' subsidiaries and associate companies; Immediate termination of contract, without recourse;

Acknowledgment and Acceptance, to be submitted together with VIS (Vendor Information Sheet)

This is to certify that I have fully read the Supplier's Code of Conduct attached. Having fully read and understood the completed requirement of this Supplier's Code of Conduct, I hereby commit myself and my company to serve this Code of Conduct and to fully comply with all of its principles. I also certify that I am authorized by my company to sign and accept this document in its behalf.

1. Scope of Application:

The provisions of this Code of Conduct set forth the **IPHRU** expectations for all suppliers that are registered with the **IPHRU** or with whom it does business. **IPHRU** expects that these principles apply to suppliers and their employees, parent, subsidiary or affiliate entities, and subcontractors. **IPHRU** expects suppliers to ensure that this Code of Conduct is communicated to their employees, parent, subsidiary and affiliated entities as well as any subcontractors, and that it is done in the local language and in a manner that is understood by all.

2. Continuous Improvement:

The provisions as set forth in this Code of Conduct provide the minimum standards expected of suppliers to the **IPHRU**. **IPHRU** expects suppliers to strive to exceed both international and industry best practices. **IPHRU** also expects that its suppliers encourage and work with their own suppliers and subcontractors to ensure that they also strive to meet the principles of this Code of Conduct. **IPHRU** recognizes that reaching some of the standards established in this Code of Conduct is a dynamic rather than static process and encourages suppliers to continually improve their workplace conditions accordingly.

3. Management, Monitoring and Evaluation:

It is the expectation of the **IPHRU** that suppliers, at a minimum, have established clear goals toward meeting the standards set forth in this Code of Conduct. **IPHRU** expects that its suppliers will establish and maintain appropriate management systems related to the content of this Code of Conduct, and that they actively review, monitor and modify their management processes and business operations to ensure they align with the principles set forth in this Code of Conduct. Supplier participants in the Global Compact are strongly encouraged to operationalize its principles and to communicate their progress annually to stakeholders. **IPHRU** may monitor that milestones have been set and management systems have been put in place to ensure that the principles set out in this Code of Conduct have been met and failure to do so may impact the future ability of a supplier to do business with **IPHRU**. To review the progress of suppliers and subcontractors in implementing the Code of Conduct, **IPHRU** may take various supporting initiatives, including requesting suppliers to commit to the Global Compact, to self-certify that they comply with the Code of Conduct and, in some cases, to conduct on site evaluations and inspections of supplier facilities and those of their subcontractors.

Labour:

- 4. Freedom of Association and Collective Bargaining:** IPHRU expects its suppliers to recognize the freely-exercised right of workers, without distinction, to organize, further and defend their interests and to bargain collectively, as well as to protect those workers from any action or other form of discrimination related to the exercise of their right to organize, to carry out trade union activities and to bargain collectively.³
- 5. Forced or Compulsory Labour:** IPHRU expects its suppliers to prohibit forced or compulsory labour in all its forms.⁴
- 6. Child Labour:** IPHRU expects its suppliers not to employ: (a) children below 14 years of age or, if higher than that age, the minimum age of employment permitted by the law of the country or countries where the performance, in whole or in part, of a contract takes place, or the age of the end of compulsory schooling in that country or countries, whichever is higher; and (b) persons under the age of 18 for work that, by its nature or the circumstances in which it is carried out, is likely to harm the health, safety or morals of such persons.⁵
- 7. Discrimination:** IPHRU expects its suppliers to ensure equality of opportunity and treatment in respect of employment and occupation without discrimination on grounds of race, colour, sex, religion, political opinion, national extraction or social origin and such other ground as may be recognized under the national law of the country or countries where the performance, in whole or in part, of a contract takes place.⁶
- 8. Wages, Working Hours and Other Conditions of Work:** IPHRU expects its suppliers to ensure the payment of wages in legal tender, at regular intervals no longer than one month, in full and directly to the workers concerned. Suppliers should keep an appropriate record of such payments. Deductions from wages are permitted only under conditions and to the extent prescribed by the applicable law, regulations or collective agreement, and suppliers should inform the workers concerned of such deductions at the time of each payment. The wages, hours of work and other conditions of work provided by suppliers should be not less favorable than the best conditions prevailing locally (i.e., as contained in: (i) collective agreements covering a substantial proportion of employers and workers; (ii) arbitration awards; or (iii) applicable laws or Regulations), for work of the same character performed in the trade or industry concerned in the area where work is carried out.⁷
- 9. Health and Safety:** IPHRU expects its suppliers to ensure, so far as is reasonably practicable, that: (a) the workplaces, machinery, equipment and processes under their control are safe and without risk to health; (b) the chemical, physical and biological substances and agents under their control are without risk to health when the appropriate measures of protection are taken; and (c) where necessary, adequate protective clothing and protective equipment are provided to prevent, so far as is reasonably practicable, risk of accidents or of adverse effects to health.

Human Rights:

- 10. Human Rights:** IPHRU expects its suppliers to support and respect the protection of internationally proclaimed human rights and to ensure that they are not complicit in human rights abuses.

11. Harassment, Harsh or Inhumane Treatment: IPHRU expects its suppliers to create and maintain an environment that treats all employees with dignity and respect and will not use any threats of violence, sexual exploitation or abuse, verbal or psychological harassment or abuse. No harsh or inhumane treatment coercion or corporal punishment of any kind is tolerated, nor is there to be the threat of any such treatment.

12. Mines: IPHRU expects its suppliers not to engage in the sale or manufacture of anti-personnel mines or components utilized in the manufacture of anti-personnel mines.

Environment: 13. Environmental: IPHRU expects its suppliers to have an effective environmental policy and to comply with existing legislation and regulations regarding the protection of the environment. Suppliers should wherever possible support a precautionary approach to environmental matters, undertake initiatives to promote greater environmental responsibility and encourage the diffusion of environmentally friendly technologies implementing sound life-cycle practices.

14. Chemical and Hazardous Materials: Chemical and other materials posing a hazard if released to the environment are to be identified and managed to ensure their safe handling, movement, storage, recycling or reuse and disposal.

15. Wastewater and Solid Waste: Wastewater and solid waste generated from operations, industrial processes and sanitation facilities are to be monitored, controlled and treated as required prior to discharge or disposal.

16. Air Emissions: Air emissions of volatile organic chemicals, aerosols, corrosives, particulates, ozone depleting chemicals and combustion by-products generated from operations are to be characterized, monitored, controlled and treated as required prior to discharge or disposal.

17. Minimize Waste, Maximize Recycling: Waste of all types, including water and energy, are to be reduced or eliminated at the source or by practices such as modifying production, maintenance and facility processes, materials substitution, conservation, recycling and re-using materials.

Ethical conduct:

18. Corruption: IPHRU expects its suppliers to adhere to the highest standards of moral and ethical conduct, to respect local laws and not engage in any form of corrupt practices, including but not limited to extortion, fraud, or bribery.

19. Conflict of Interest: IPHRU suppliers are expected to disclose to IPHRU any situation that may appear as a conflict of interest, and disclose to IPHRU if any IPHRU official or professional under contract with the IPHRU may have an interest of any kind in the supplier's business or any kind of economic ties with the supplier.

20. Mitigating Conflict of Interest; IPHRU staff shall observe the following;

- Not directly or indirectly receive or accept money, goods or a service from the supplier as a consideration or in expectation of a favorable decision which qualifies as a corruption.

- **IPHRU** staff shall not directly or indirectly, receive, or agree to receive any gratuity for the benefit of/or at the direction or request of any supplier.
- To immediately inform **IPHRU** Head of Office in the event that any supplier has made an attempt to offer gratification for himself/herself or for any other staff.
- **IPHRU** staff shall declare if he/she has interest in the supplier or if any of his/her relatives is employed in the company. Failure to make such declaration shall be construed as a conflict of interest and might result in the Immediate termination of the staff contract and exclusion of the staff from future engagement with the Organization and or legal action as deemed fit by the Organization.

21. Gifts and Hospitality: **IPHRU** has a “zero tolerance” policy and does not accept any type of gift or any offer of hospitality. **IPHRU** will not accept any invitations to sporting or cultural events, offers of holidays or other recreational trips, transportation, or invitations to lunches or dinners. **IPHRU** expects its suppliers not to offer any benefit such as free goods or services, employment or sales opportunity to a **IPHRU** staff member in order to facilitate the suppliers’ business with the **IPHRU**.

22. Post-employment restrictions: Post-employment restrictions may apply to **IPHRU** staff in service and former **IPHRU** staff members who participated in the procurement process, if such persons had prior professional dealings with suppliers. **IPHRU** suppliers are expected to refrain from offering employment to any such person for a period of one year following separation from service.

Non-adherence to these principles will be a factor in considering whether a supplier is deemed eligible to be registered as a IPHRU supplier or to do business with the IPHRU, in accordance with applicable IPHRU policies and procedures.

We encourage IPHRU Suppliers to improve their business practices in accordance with the principles set out in this Code of Conduct.

Contacts:

Any questions related to this Code of Conduct can be addressed to the IPHRU vendor management committee at email: logistics@iphruganda.org

Supplier: _____ Address: _____ Representative: _____ Signature: _____

Annex 10 A: PSEA POLICY

Section 1: Introduction (Background)

The prolonged conflict, poverty and displacement inevitably erode and weaken many of the social and political structures of South Sudanese that are designed to respect and protect members of the community where these conditions have occurred or exist. The resources available to communities and crisis-affected populations, and to the humanitarian and development agencies that is there to assist them, are frequently insufficient to meet basic needs. All

too often, mechanisms for protection are not given sufficient priority. Against this background, women, men, girls and boys find themselves in situations where they can be exploited or abused. Such an environment can provide opportunities for abuse of power and corruption by development and humanitarian aid workers. Integration for Peace and Hope Restoration Uganda has a zero tolerance to Sexual Exploitation and Abuse (SEA) and must make every effort to create an environment where such practices are not tolerated. This is especially necessary given the following features of humanitarian crises:

The lack of economic opportunities for displaced populations may result in commercial and exploitative sex being one of the few options for income generation to meet basic needs like food, shelter, education, health etc.

- In cases where communities come from an environment of gender-based violence, proper safeguards need to be put in place, as similar patterns can continue or even be exacerbated in refugee or IDP camp (or non-camp) situations.
- The usual social protections are not in place or are no longer functioning. Levels of protection and security are generally poor; justice and policing frequently do not exist in the displaced environment. Integration for Peace and Hope Restoration Uganda also has a zero-tolerance position on fraud and corruption.

Section 2: Integration for Peace and Hope Restoration Uganda

The Integration for Peace and Hope Restoration Uganda mission statement affirms that “IPHRU works toward to secure livelihoods, and security of communities and to realize equity and equality of individuals and communities to seek and identify core social needs, advance the cause of voiceless and mobilize resources to sustainably restore sanity in our communities; and we are committed to making strategic grassroots linkages that impact the social fabric of our society and initiate transformative reforms”. It is committed to “guard against the abuse of power by those responsible for protection and assistance to vulnerable communities” Integration for Peace and Hope Restoration Uganda employees and board of members “adhere to the Code of conduct of Prevention of Sexual Exploitation and Abuse and other codes which may be adopted by the Governing Board in the future”.

Integration for Peace and Hope Restoration Uganda recognizes that sexual exploitation and abuse can occur in many different environments internal and external. However, in humanitarian crises, the dependency of affected populations on humanitarian agencies for their basic needs creates a particular ethical responsibility and duty of care. On the part of Integration for Peace and Hope Restoration Uganda staff. Therefore, all program managers have a responsibility to ensure that all staff are aware of this code of conduct, sign it, and understand what it means in concrete behavioral terms. They must also ensure that there are proper mechanisms in place to prevent and respond to sexual exploitation and abuse

Integration for Peace and Hope Restoration Uganda employees and board of members must cooperate, when requested, with any Integration for Peace and Hope Restoration Uganda investigation into allegations of sexual exploitation and abuse. Failure to disclose, or withholding, information about sexual exploitation and abuse constitute grounds for disciplinary measures.

Section 3: Scope and purpose.

The main purpose of this Code of Conduct is to promote greater accountability towards crisis-affected populations that Integration for Peace and Hope Restoration Uganda is serving and all those with whom

we work. It is intended to serve as a guide for Integration for Peace and Hope Restoration Uganda employees and board of directors to make ethical decisions in their professional lives and at times in their private lives. It is designed to assist staff to better understand the obligations placed upon their conduct, and to protect the reputation of the Integration for Peace and Hope Restoration Uganda. The spirit in which this code has been developed is intended to strengthen, complement and enhance already existing “Codes of Conduct”, rather than to detract from them. Integration for Peace and Hope Restoration Uganda employees and board of directors have a particular responsibility to uphold the standards expressed in the PSEA Code of Conduct, to set a good example and to create a working environment that supports and empowers staff.

Section 4: Integration for Peace and Hope Restoration Uganda’s PSEA Code of Conduct

- 4.1. Respect and promote fundamental human rights without discrimination and irrespective of social status, race, ethnicity, color, religion, gender, sexual orientation, age, marital status, national origin, political affiliation or disability.
- 4.2. Treat all communities with whom we work (including crisis-affected populations, Internally Displaced Persons (IDPs), and refugees), fairly and with respect, courtesy, dignity and according to the respective country Law, International Law and Local Customs.
- 4.3. Create and maintain an environment that prevents sexual exploitation and abuse, abuse of power and corruption, and promotes the implementation of the code of conduct. Managers at all levels have particular responsibilities to support and develop systems that maintain this environment.
- 4.4. Uphold the highest standards of accountability, efficiency, competence, integrity and transparency in the provision of goods and services in the execution of their job.
- 4.5. Never commit any act or form of harassment that could result in physical, sexual or psychological harm or suffering to individuals, especially women and children.
- 4.6. Never exploit the vulnerability of any target group, especially women and children, or allow any person/s to be put into compromising situations.
- 4.7. Never engage in any sexual activity with children (persons under the age of 18) regardless of the age of majority or age of consent locally. Sexual activity with children is prohibited. Mistaken belief in the age of a child is not a defence.
- 4.8. Never engage in sexual exploitation or abuse of any man, woman, girl or boy. This constitutes acts of gross misconduct and is therefore grounds for termination of employment.
- 4.9. Never exchange money, employment, goods, or services for sex, including sexual favours. All forms of humiliating, degrading or exploitative behaviour are prohibited. This includes exchange of assistance that is due to beneficiaries.
- 4.10. Never abuse their position to withhold humanitarian assistance, nor give preferential treatment; in order to solicit sexual favours, gifts, payments of any kind, or advantage. The employee should be conscious of not taking advantage of his/her position and may not accept gifts (except for small tokens of appreciation) or bribes.

- 4.11. Not engage in sexual relationships with communities and affected populations with whom we work. Such relationships are strongly discouraged since they are based on inherently unequal power dynamics. Such relationships undermine the credibility and integrity of humanitarian aid work. This rule applies to both during and after working hours.
- 4.12. Employees may not accept, solicit or engage in the "buying" of or profiting from sexual services. This is applicable both within and outside of working hours.
- 4.13. Ensure that all confidential information, including reports of breaches of these standards by colleagues, obtained from communities and affected populations or colleagues is channeled correctly & handled with utmost confidentiality.
- 4.14. Ensure that reports, concerns or suspicions of breaches of these standards are immediately reported to senior management or the human resources manager (or established agency reporting mechanisms), who is expected to take prompt investigative action.
- 4.15. Any breach of the Code of Conduct will result in disciplinary action in accordance with the respective terms, conditions and guidelines of the individual agencies.
- 4.16. Any staff member purposely making false accusations on any action by another staff member, which is in breach of the code of conduct will be subject to disciplinary action at the discretion of the employer.

Section 5: Guidelines for implementation

It is essential for IPHRU employees and board members to demonstrate ways in which they are complying with the Code of Conduct on Sexual Exploitation and Abuse (beyond the mandatory individual signing of the Code). Members must do everything possible to reduce the power disparity between affected populations and aid workers, and between staff within the organization, to ensure that there is an organizational culture that prioritizes this issue, and to establish and implement responsible compliance and complaints systems.

The following Mechanisms for Compliance are listed for consideration by members, to be used or adapted as appropriate, recognizing that some members may already have similar mechanisms in place:

- 5.1. Establish Complaints Form: IPHRU will develop a complaint form that employees will fill out and submit to the focal point person and the person will keep every information confidential.
- 5.2. Embed the Code of Conduct on SEA in all Employment Policies, Procedures, and Contracts: The IPHRU's Code of Conduct on PSEA should be embedded in the contract of every employee:
 - a. IPHRU should ensure that the essentials of the Code of Conduct (staff behavior standards and possible disciplinary measures in case of misconduct) become part of the employment contract.
 - b. All staff should have written job descriptions, which mention compliance with IPHRU Codes and policies and with clear reporting lines. At a minimum, new staff will be required to sign that they have read, understood and are in agreement with the content of this Code of Conduct, and accept the consequences of any violation of any of its provisions.

5.3. Appoint “Focal Points” on Prevention of Sexual Exploitation and Abuse (PSEA): IPHRU shall appoint a trusted senior staff who is experienced, and trained on PSEA as a focal point. The Focal Point should be equipped with clear Terms of Reference. IPHRU shall, ensure that respective training and guidance is provided to the Focal Point, and that he/she in turn will be able to train other staff.

It is important that staff and the Beneficiaries we work with understand and observe the PSEA policy; At a minimum, staff and the Beneficiaries with whom we work need to know:

- a. That they have a right to be free of sexual exploitation and abuse.
- b. How they can report the complaint and to whom?
- c. What steps they can take to ensure confidentiality?

5.5. Prepare a PSEA brochure for dissemination to staff, relevant stakeholders and affected persons need to be aware of what mechanisms exist to respond to cases of sexual exploitation and abuse. The brochure shall include information on the protection of the rights and confidentiality of both alleged victims and the accused; where to find Focal Points for inquiry, complaints, and protection of the victim.

5.6. Have investigation mechanisms to ascertain the validity of the complaint. In some instances, complaints will justifiably lead to the need for a detailed investigation, which is carried out by IPHRU’s PSEA focal point according to its policies and procedures.