CATHOLIC RELIEF SERVICES - UNITED STATES CATHOLIC CONFERENCE OF BISHOPS

> # TENDER FOR HIRING A CONSULTANT/FIRM TO CONDUCT THE YOUTH FOR YOUTH FINAL EVALUATION

Title: Hiring a consultant/firm to conduct the youth for youth final evaluation

Tender Reference Number: CRS-Rwanda 005- FY26-TN/2025

Procurement Method: Open Tender

Date of Issue: November 27, 2025

Date of Submission: December 11, 2025

TENDER NOTICE FOR HIRING A CONSULTANT/FIRM TO CONDUCT THE YOUTH FOR YOUTH FINAL EVALUATION NO. CRS-Rwanda 005- FY26-TN/2025

I. Background

As part of its 2020-2030 strategy, CRS' vision is that all young people lead healthy, productive, and engaged lives. In support of this, CRS aims to transform employment and entrepreneurship systems, so that they foster an enabling environment where millions of Opportunity Youth have sustainable livelihoods. This will be achieved by ensuring that Opportunity Youth have agency and leadership; that Opportunity Youth access quality training, services and support; that ecosystem actors enhance collaboration for shared and expanded impact; and that ecosystem actors influence youth livelihood systems.

Toward this end, CRS has privately funded the project, Youth for Youth (Y4Y), a three-year project aimed at improving the lives and livelihoods of Rwandan youth entrepreneurs through access to business development services, including digital services to help them run their businesses. Additionally, Y4Y aims to strengthen the broader enabling environment to broaden pathways for youth entrepreneurs to access services and financial support that will allow them to start and run commercially sustainable businesses. To date, close to 50,000 youth entrepreneurs have participated in Y4Y activities.

II. Purpose

The purpose of this final evaluation is to assess the extent to which Y4Y has achieved its intended outcomes, identify lessons learned, and provide actionable recommendations for CRS' future youth projects that target youth entrepreneurs. Particular attention will be paid to the following learning goals of the project:

LQ 1: How do in-person and digital support help rural youth entrepreneurs achieve profitable businesses

Sub-question 1.1: How does Rwanda's digitization agenda contribute to rural youth entrepreneurs' improved business practices at scale?

Sub-question 1.2: What aspects of business mentorship and networking services are most suitable in helping rural youth improve business profitability?

Sub-question 1.3: Which improved business practices contributed to the increase in business capital?

Sub-question 1.4: What role, if any, does the digital bookkeeping app have in rural youth entrepreneurs' ability to start and maintain profitable businesses?

LQ 2: What are the characteristics of accessible financial products that specifically support rural youth entrepreneurship?

- What were the financial products most appreciated by these young people? Why?

- What were the characteristics of these products, in terms of their eligibility criteria, amounts, interest rates and due dates?

LQ 3: What motivational factors are most effective in facilitating public and private partnerships in support of rural youth entrepreneurs?
- Microfinances
- GoR
- Private sectors

LQ 4: How did the digital services provided by the Y4Y project address the most pressing needs identified by rural youth entrepreneurs?
- o Access to finance and market
- o Microlearning and access to information (Including the financial policies and regulatory framework, taxation procedures)
- o Effective management of their businesses to improve their profitability

LQ 5: How effective was the project team's vendor selection process in identifying the most appropriate digital service offer to meet the project's needs?

LQ 6: What strategies and technical features were implemented to facilitate the rural youth entrepreneurs' access to the Kayko app, and how did they contribute to addressing the local infrastructure constraints (internet access and affordability, limited digital skills, and mobile device access)?

LQ 7: How can we measure the impact of digital services and capacity-strengthening programs on the rural youth entrepreneurs' digital and business skills and effective changes in their business performance, such as increased sales, better expense management and bookkeeping, or expanded market reach?

LQ 8: What effective support model and strategies were adopted to ensure sustainability, continuous improvement, and long-term use of the Kayko app?
- o What were the key results of the support model and strategies?
- o What measures were taken to ensure that the rural youth entrepreneurs will continue accessing and using the platform after the Y4Y project ends?

LQ 9: To what extent were users satisfied with the Kayko app's features, content relevance, usability, and overall experience, and how did these factors influence the app's effectiveness and efficiency for rural youth entrepreneurs?

- o Which features or approaches did users find most and least effective?
- o What challenges did users face when interacting with the app (navigation, speed, functionality, accuracy of content)?
- o What suggestions did users provide for improving the app's features, usability, or content?

LQ 10: What recommendations do users and stakeholders have for future digital interventions targeting rural youth entrepreneurs?

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III.   Objectives

The evaluation will:

- Assess the relevance, effectiveness, efficiency, sustainability, and impact of Y4Y.
- Evaluate the quality of project implementation.
- Assess to what extent Y4Y contributed to young people having stronger and more commercially sustainable businesses
- Assess to what extent Y4Y contributed to strengthening the enabling environment to support Rwanda young people in starting and running commercially sustainable businesses.
- Identify key lessons and recommendations for scaling or adapting the Y4Y model.

IV.   Scope and Methodology

The evaluation will cover the full implementation period of the Y4Y project and all geographic areas of operation in Rwanda. To complete the deliverables related to the Y4Y Final Evaluation, the consultant shall work outside the CRS Rwanda office, working remotely from his or her home, personal office, or usual place of business. All meetings, workshops, and discussions with CRS staff will take place virtually. The following evaluation activities should be completed in the districts of Gisagara, Huye, Nyamagabe, Nyaruguru, Rusizi, Nyamasheke, Rutsiro, Rubavu, Nyabihu, Gicumbi. The methodology should include:

- Desk review of project documents and monitoring data.
- Program participants individual survey
- Key informant interviews and focus group discussions on local language (Kinyarwanda) with rural youth participants, paid project support staff who provide targeted coaching to participant (Youth Network Agents and Private Service Providers), mentors, Caritas implementing partners staffs, and government stakeholders.
- Participatory approaches involving youth in the design and analysis phases.
- Outcome Harvesting/most significant changes and/or other qualitative methods to capture behavioral and systemic changes.

V.   Deliverables

- Inception Report (including methodology, sampling strategy, tools, and workplan). Depending on the methodology, the workplan may need to include IRB review and approval.
- Draft interview guides for key informant interview and focus group discussions
- Draft Evaluation Report (including executive summary, methodology, findings, lesson learned, and recommendations).
- Annexes to be applied on report (including tools, raw tables and success stories).
- Validation workshop with stakeholders
- Final evaluation report (with executive summary and recommendations)
- Presentation of findings (slide deck) and learning events, as determined and needed.

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VI. Timeline and Anticipated Level of Effort

The estimated period of performance is between 14 to 16 weeks spanning the period of **December to April 2026**. The firm(s) and or the group of consultants will only bill CRS Rwanda Program Office for actual time worked and submission of milestones and key deliverables.

Timelines

The table below is not exhaustive and only gives guidelines in terms of responsibility allocation between CRS team and the Consultant (*as per date of contract signatory*).

Task	By When	Responsible
Recruit a consultant	December 15	CRS Rwanda procurement team
Contract start Date	January 5	CRS Rwanda procurement team
Review Y4Y program documents	January 8-11	Consultant
Protocol/Inception report & Data Collection draft tools submitted	January 12	Consultant
Presentation and discussion on Protocol/Inception report & Data Collection draft tools	January 15	Consultant/Y4Y team
Propose, present, and discuss the evaluation design and methodology by the consultant and study team. And discuss the report's outline.		
Inclusion of Y4Y feedback on inception report and Data collection tools	January 17	Consultant
*Submission of Study Protocol to NISR	January 18	Consultant
Recruitment of enumerators	January 22-26	Consultant
Address NISR feedback	February 13	Consultant
Train data collection teams on quantitative surveys and qualitative instruments and methods, and test their knowledge	February 14 -16	Consultant
Pre-Testing of tools	February 17	Consultant
Revise tools as necessary and any other pending issue.	February 20-22	Consultant
Field preparation and engagement with district stakeholders	February 23-24	Consultant (CRS Rwanda Program Office to provide introductory letters to the districts)
*Data collection	February 27 - March 20	Consultant, MEAL team, Y4Y team
Data entry for qualitative data, data cleaning and error corrections	By March 23	Consultant
Conduct (or supervise) data processing and analysis	March 25-27	Consultant,
Give a verbal debriefing on key preliminary findings	March 28	Consultant
Submit and present the draft report for review	April 13	Consultant
Incorporate Y4Y feedback and submission revised version	April 19	Consultant

Validation workshop	April 24	Consultant/Y4Y team
Submit all the survey/study documents (e.g., completed questionnaires, electronic version of dataset, training manual, fieldwork logs) to Y4Y MEAL person.	April 24	Consultant
Incorporate comments and submit the final report to Youth Program Manager	April 27	Consultant

VII. Proposal Submission Requirements

Interested consultants or firms must submit:

- Technical Proposal (max 6 pages): Understanding the terms of reference, proposed methodology, and workplan.
- Financial Proposal: Itemized budget including daily rates and estimated expenses.
- CV(s) of key personnel and organizational profile (if applicable)
- Three examples of reports from evaluations led by these personnel
- Contact information for three professional references, with the following details about the references: (a) name, (b) position, (c) company, (d) phone number, (e) email address, and (f) city, state, country.
- Disclosure of any potential conflicts of interest
- Note: Applications that do not include the requirements noted above will not be considered.

VIII. Qualifications

1. Advanced academic degrees (MS, MPH, PhD, ScD) in relevant fields such as economics, social sciences, or development studies.
2. Proven experience in conducting development research and evaluations across sectors, including agriculture, livelihoods, entrepreneurship/enterprise development and youth development.
3. Deep knowledge of technical principles and concepts related to monitoring, evaluation, accountability, and learning (MEAL) and youth programming including Positive Youth Development, youth engagement and youth entrepreneurship in diverse contexts.
4. Demonstrated ability to manage data collection and analysis, including field logistics and participant engagement.
5. Experience working in low-resource or fragile settings.
6. Commitment to ethical standards, including conflict of interest protocols and human subject protections.
7. Excellent writing skills, analytical skills and attention to detail for producing high-quality, practical tools and reports.
8. Strong skills for coordination and collaboration, as well as ability to adhere to deadlines and work remotely.
9. Alignment with organizational values and ability to work effectively within diverse teams.
10. Fluency in English required.

11. Fluency in **Kinyarwanda and/or French a plus**

IX.   Evaluation Criteria

9.1.1. Evaluation criteria and methodology

The consultant/firm will be selected using the quality and cost-based selection and the evaluation will be conducted against the following criteria:

9.1.2. Administrative Evaluation

1. The consultant/firm of consultants should be legally operating in Rwanda
2. At least one page of company profile (for consultant firms)
3. A copy of full registration certificate (RDB certificate), if applicable
4. VAT and/or Tax clearance certificates, if applicable
5. At least 3 completion certificates of similar services

9.1.3. Technical Evaluation

	Technical Evaluation Criteria	**Weighting**
Education and qualifications for the Team leader/PI	Advanced academic degree (MS, MPH, PhD, ScD) in relevant fields such as economics, social sciences, or development studies *(Copies of certified degrees to be attached on the bid)*	10
Experience and key achievements	• Proven experience in conducting development research and evaluations across sectors, including agriculture, livelihoods, entrepreneurship/enterprise development and youth development. • Expertise in quasi-experimental and experimental research designs, with familiarity in impact evaluation frameworks from organizations such as the World Bank. • Deep knowledge of technical principles and concepts related to monitoring, evaluation, accountability, and learning (MEAL) and youth programming including Positive Youth Development, youth engagement and youth entrepreneurship in diverse contexts • Technical quality and relevance of proposed approach.	10

	• Experience and qualifications of the team. • Understanding of youth development, youth entrepreneurship and participatory evaluation methods.	
	The team should have a statistician team member with 5 years' experience in research, sampling design, qualitative and quantitative analytical skills, including the ability to collect data, design digital data collection tools (CommCare, ODK, Kobo, …), data analysis including an expertise in the use of R, SPSS, STATA, Python, Geospatial software (QGIS, ArcGIS) or other similar software and good knowledge of advanced statistical data analysis, modeling and visualization, and interpretation, leading to the production of comprehensive studies reports. *(Service certificate to be attached on the bid)*	10
	• Demonstrated ability to manage data collection and analysis, including field logistics and participant engagement. • Experience working in low-resource or fragile settings. • Commitment to ethical standards, including conflict of interest protocols and human subject protections. • Excellent writing skills, analytical skills and attention to detail for producing high-quality, practical tools and reports. • Strong skills for coordination and collaboration, as well as ability to adhere to deadlines and work remotely.	10
Methodology and approach	• Clarity and appropriateness of the proposed midterm evaluation methodology considering the project's objectives/research questions and scope. • Demonstration of understanding the quantitative and qualitative research methods needed for the final evaluation.	30
Workplan	• Adequacy of the work plan in covering all key aspects outlined in the scope of work within the specified timeline. • Clarity and completeness in defining tasks, activities, and milestones related to the midterm evaluation.	10

Sub-Total -Technical	80
Total for Financial proposal (Value for money based on fee rates, inputs, and total costs of the assignment)	20
TOTAL	100

N.B : *The minimum technical score for the consultant to pass the technical stage is 70%.*

- Tw = % Weight of technical score (70%)
- Fw = % Weight of financial score (30%)
- The financial score for each consultant/firm will be calculated using the following formula: the financial weight is 30%.
- Financial score (FS) = (LF x 100)/ Fi
- LF = The lowest financial proposal.
- Fi = The proposal to be evaluated.

9.1.4. Financial evaluation

- The winning consultant/firm will be determined by combining the technical score and financial score as per the following formula:
- Final score (S): (TS x Tw%) + (FSxFw%) where:
- S= Final score
- TS = Technical score
- FS = Financial score
- Tw = % Weight of technical score (70%)
- Fw = % Weight of financial score (30%)
- The cost should be inclusive of required taxes (15% WHT or 18%VAT Tax)
- Validity of the quotation should be 90 days
- The bid should be signed by company's legal representative
- All consultants must quote in Rwandan Francs

9. 1. 5. Price schedule

#	Description	No of days	Unit price RWF	Total price RWF
1	Remuneration			
2	Reimbursables expenses(details)			

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N.B: - For your reference, we have Annexed to this tender table of indicators

- For your reference, we have annexed to this tender the supplier's code of conduct that the successful bidder will be required to sign together with the contract.

X.   Confidentiality

All documents and data will be treated as confidential and used solely to facilitate this assignment. valid Data Controller or Data processor certificate from National Cyber Security Authority-Data Protection & Privacy Office would be an added value.

XI.   Clarifying Questions and CRS Response

Prospective bidders may submit any clarification questions to rwandabids@crs.org. Responses will be provided to any known prospective bidders on December 10, 2025.

Address:	Catholic Relief Services Chadel house 3rd floor in Nyarugenge District P.O.Box 65 Kigali-Rwanda
Attention to:	**CRS Rwanda Procurement Team.**
Email address:	rwandabids@crs.org

1. How to apply

Bid written in French or English addressed to the attention of the Country Manager of CRS Rwanda Program Office must be submitted to the following e-mail address "rwandabids@crs.org" no later than **December 11, 2025, at 11:00 a.m** Kigali time. The title of the email must include:" *CONSULTANT/FIRM TO CONDUCT THE YOUTH FOR YOUTH FINAL EVALUATION*" and the application should be combined in one (1) document in **PDF format.** A late submission will not be considered.

All bidders are advised that this tender does not constitute in any way commitment to the part of CRS or its agents, for any service requested.

Done at Kigali, November 20, 2025.

Chandra Kumud
Country Manager

Annexes:

Table of indicators:

	Objectives statement	Indicators	Indicator Definition
	GOAL: Youth entrepreneurs in rural Rwanda have sustainably profitable businesses.	% of youth whose business revenue exceeds expenses over a period of six months, following participation in Y4Y.	Measures the percentage of youth entrepreneurs who participated in the Y4Y program and were able to generate more revenue than their business expenses over a period of six months. We can measure this by calculating the difference between Revenues and expenses over a period of six months.
SO	SO1: Rural Youth entrepreneurs have improved business practices	% of increase of youth entrepreneurs who have adopted new business practices (disaggregation per sex, age, disability)	Y4Y Project will train youth entrepreneurs on Business Practices; will measure percentage of youth entrepreneurs who have adopted and implemented new business practices
IR	IR1.1: Rural youth entrepreneurs in Rwanda access business development services that correspond to their needs	% of rural youth entrepreneurs in targeted geographic areas who have participated in one or more BDS (disaggregation per sex, age, disability)	Rural youth entrepreneurs who are able to access and utilize business development services that are tailored to their needs. This means also the access and relevance of business development services for rural youth entrepreneurs in rural Rwanda
Output	1.1.1. Rural youth entrepreneurs receive a menu of need-based business development development services from field agents/PSPs.	# of rural youth entrepreneurs receive one or more business development services (disaggregation per sex, age, disability)	Measure the number of rural youth entrepreneurs who have been provided with a menu of business development services. This does not necessarily imply that entrepreneurs have actively accessed or utilized these services.
Output	1.1.2. Rural youth entrepreneurs have established peer-to-peer networks.	# of youth who participate in peer-to-peer networks (disaggregation per sex, age, disability)	Number of youths who are engaged i.e.: belongs, use and are active in peer-to-peer networks (networks of youth who have the same or similar businesses so that they can exchange information about their businesses either virtually, or in-person.). Will be measured by the number of young people who participate in peer-to-peer networks by sex, age, and disability.

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Output	1.1.3. Rural youth entrepreneurs receive guidance and support from mentors.	# of youth entrepreneurs who received mentorship (disaggregation per sex, age, disability, education)	Number of youths who have a mentor and receive any guidance or support from the mentor.
IR	IR1.2: Rural youth entrepreneurs in Rwanda apply acquired entrepreneurial skills	"% of youth who apply one or more of the acquired entrepreneurial skills successfully	The percentage of youth entrepreneurs who use one of acquired entrepreneurship skills such as business plan, bookkeeping, marketing strategy, pricing, etc.
Output	1.2.1 Rural youth entrepreneurs have improved financial management skills to run their businesses.	# of rural youth entrepreneurs who demonstrate improved business financial management skills (disaggregation per sex, age, disability)	A number of youth entrepreneurs have improved their way of managing their business finances by using finance management tools such as business plan and budgeting, bookkeeping, cash flows etc.
Output	1.2.2 Rural youth entrepreneurs have improved their marketing skills	# of rural youth entrepreneurs who demonstrate improved marketing skills (disaggregation per sex, age, disability)	The number of youth entrepreneurs who have been trained/mentored to market their businesses using digital solutions or any other marketing strategies and Use/applies these skills.
Output	1.2.3 Rural youth entrepreneurs have timely access to pertinent information	# of young entrepreneurs using the information sharing platform (disaggregation per sex, age, disability)	Number of youth entrepreneurs who are actively using a platform or tool to share information related to their businesses, This could include online platforms, social media, or other technology-based tools that enable users to exchange information and ideas related to entrepreneurship such as WhatsApp, Facebook, twitter, Instagram, ticktock, Kayko etc. We are convinced that these who can do this are the one who have access to smartphones or to computer. It will measure also the level of engagement and collaboration among young entrepreneurs in a particular area, as well as the extent to which they are leveraging technology to support their businesses.
SO	SO2: Rural youth entrepreneurs have increased business capital	% of rural youth entrepreneurs who have an increase in capital (disaggregation per sex, age, disability)	The number of youth entrepreneurs who have improved financial management skills and have seen an increase in their business capital over a specific period (over 6 months). Those who may be able either to save in cash or reinvest in the business.

IR	**IR2.1: Rural youth entrepreneurs in Rwanda secure financial support that correspond to their needs**	% of rural youth entrepreneurs who have secured financial support (loan, grant, etc.) (disaggregation per sex, age, disability)	Youth entrepreneurs operating their businesses in rural areas who have successfully obtained financial support like loan, grant or equity investments from various sources such as banks, government agencies, non-governmental organizations (NGOs), and other financial institutions. The baseline as per the FinScope is 16% and for the FY23 we target to increase up to 20% of the youth who have trained on business skills (10,762*20%)
Output	**2.1.1 Rural youth entrepreneurs have access to youth-friendly financial products.**	# of youth accessing financial products available to rural youth entrepreneurs (disaggregated by geographical zone)	A number of youths have accessed and utilized the financial products and services available to them including loans, credit facilities, savings accounts, insurance, investment opportunities, and other financial services. The number was estimated based on the percentage of youth who own telephone 44% as per Fraym report
Output	**2.1.2. Rural youth entrepreneurs have access to grant**	# of rural youth applications approved/financed by financial service providers (disaggregation per age and sex)	Counts of applications submitted by youth entrepreneurs after being informed about the available youth friendly financial products and that have been approved/ financed by financial service providers. Financial service providers can include banks, microfinance institutions, credit unions, insurance companies, and other financial institutions that offer financial products and services to rural communities. These financial products and services may include loans, credit facilities, savings accounts, insurance, investment opportunities, and other financial services. The target is 20% as per 2.1
	2.1.2.2. PSPs/YNAs provide coaching to Youth entrepreneurs to strengthened grants application	# of youth entrepreneurs coached in grant application. (Disaggregated by Sex, Age, District)	Measures the number of young entrepreneurs who have received coaching and support including training, mentorship, and guidance from PSPs, FAs, and YNAs to improve their knowledge and skills on financial application processes, especially on grants.
	2.1.2.3. Organizing Y4Y Business competition and awarding the winners	# of youth entrepreneurs who participated in the competition were awarded. (Disaggregated by Sex, Age, District)	Measures the number of young entrepreneurs who participated in the Y4Y business competition and were awarded as the winners.
SO	**SO3: The enabling environment for rural youth**	% of increase in number of youth-friendly, digital and in-person services for rural youth entrepreneurs	Measures the change/increase in the availability and accessibility of youth friendly digital and in-person services that support young people in rural areas who are starting or running businesses

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	entrepreneurs is strengthened		to track progress towards improving the ecosystem for youth entrepreneurship in rural areas.
IR	IR3.1: MOYA improves coordination of youth programming in Rwanda	% increase in number of organizations participating in coordination meetings	measures the percentage increase in the number of organizations that are involved in coordination meetings (meetings that brings together various organizations that are working towards a common goal, in order to share information, coordinate activities, and improve collaboration i.e.: youth stakeholders and will be organized by MYCULTUTURE in FY23.). By assessing the effectiveness of their outreach efforts and engagement strategies and identifying any gaps in stakeholder involvement. An increase in the number of participating organizations could be an indication of increased interest and engagement in the program or initiative, which could lead to improved collaboration and better outcomes. The target is to organize one quarterly meeting which makes a total of 4 meetings in FY23
Output	3.1.1. MOYA systematically leads technical working groups meetings	# of stakeholders attending the coordination meetings organized by MOYA	Assess the level of engagement and participation of relevant youth stakeholders in meetings organized by the Ministry of Youth and Culture (MOYA) by measuring the number of stakeholders who attended these coordination meetings at district level. Caritas Rwanda will organize a quarterly meeting in each district which makes a total of 16 meeting in FY23
IR	IR3.2: Public and private partnerships and participants enhance digitization among rural youth entrepreneurs.	% of young rural entrepreneurs with improved digital literacy skills following participation in Y4Y (disaggregation per sex, age, disability)	Measures the percentage of youth entrepreneurs who have improved their digital literacy (their ability to use digital technologies and tools effectively to communicate, access information, and solve problems) skills after participating in the Y4Y program. i.e.: who have improved in using online platforms for marketing or sales, using digital tools for accounting or record-keeping etc. This could be measured by assessing the digital literacy skills of participants before and after the program.

		% of increase in smartphone ownership among rural youth entrepreneurs	Measures the percentage increase in the ownership of smartphones (mobile phones that are capable of running advanced applications and accessing the internet) among youth entrepreneurs, could be calculated by comparing the number of young entrepreneurs who own smartphones at the start of a program to the number of young entrepreneurs who own smartphones after a specified period.
Output	**3.2.2 Rural youth entrepreneurs have improved digital literacy.**	# of rural youth entrepreneurs demonstrate improved digital literacy (disaggregation per sex, age, disability)	Number of young entrepreneurs who live in rural areas and have improved their digital literacy (Digital literacy refers to the ability to use digital technologies and tools effectively to access, manage, evaluate, create, and communicate information, using computers, smartphones, and other devices, navigating the internet, using social media, using software and applications, and understanding digital security and privacy) skills.
Output	**3.2.3. Youth-led digital enterprise offers sustainable rural youth friendly digital solutions**	# of rural youth entrepreneurs using adapted digital product (disaggregation per sex, age, disability)	Measures the number of young entrepreneurs in rural areas who are using digital products that have been specifically designed to meet their needs; it could be tracked through records of product usage or surveys of young entrepreneurs.

SUPPLIER / SERVICE PROVIDER CODE OF CONDUCT

Catholic Relief Services (CRS) has committed to the principles of responsible sourcing and we expect our suppliers and service providers to fully follow the applicable contractual obligations to include CRS terms& conditions, local and relevant/otherwise applicable laws and to adhere to internationally recognizedenvironmental, social, and corporate governance standards. We also expect our suppliers to implementthese standards with their suppliers and subcontractors, as inspired by the United Nations Global Compact initiative, the United Nations Guiding Principles and Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, ETI Base Code, and applicable CRS' Policies, Procedures and Standards.

1) SOCIAL

- Prohibit all forms of harassment, sexual harassment, exploitation and abuse, including sexual exploitation and abuse, and trafficking in persons.[1] All sexual activity with a child, defined as person under the age of 18 years, is considered sexual abuse regardless of local age of consent.
- Have mechanisms in place to actively prevent, address, and respond to harassment, sexual harassment, exploitation, and abuse, including sexual exploitation and abuse, and trafficking inpersons.
- Support the protection of internationally proclaimed human rights and prohibit forced, bonded,and involuntary labor and child labor.
- Do not recruit or employ children under the age of 15 years. Do not recruit or employ children under 18 years for work that is mentally or physically dangerous or interferes with schooling.
- Treat employees with dignity and respect and supply a workplace that is safe and hygienic, complies with national laws, and is free from discrimination on the basis of race, gender, age, religion, sexuality, culture or disability.
- Provide accessible and confidential reporting mechanisms for employees and other stakeholders to report concerns or suspicions of any forms of harassment, abuse and exploitation described above and potentially unlawful practices by management or employees.
- Commit to protecting reporters or whistleblowers from retaliation.
- Uphold the freedom of association and the right to collective bargaining as set out within applicable laws.
- Ensure wages and working hours meet national legal standards.

2) GOVERNANCE

- Abide by all applicable national and international trade laws and regulations including but notlimited to antitrust, trade controls, and sanction regimes.
- Consider business integrity as the basis of business relationships.

- Prohibit all types of bribery, corruption, money laundering and terrorism financing
- Forbid gifts to private or public officials that aim to influence business decisions or otherwise encourage them to act contrary to their obligations.
- Respect the privacy and confidential information of all your employees and business partners as well as protect data and intellectual property from misuse.
- Have data protection and managements standards in place that address data collection, safeguarding, sanitation and disposal. The data owner is aware of the data provision terms and conditions and supplies consent as per CRS Responsible Data Values and Principles
- Implement a proper Compliance Management policy and procedure, which facilitate compliance with applicable laws, regulations, and standards.

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[1] Refer to pages 6 and 7 of CRS' Policy on Safeguarding for further details on prohibited exploitative conduct, including procurement of commercial sex, employment practices, and relationships with beneficiaries that are exploitative or abusive.

3) ENVIRONMENT

- Follow all applicable environmental, health and safety regulations.
- Promote the safe and environmentally sound development, manufacturing, transport, use and disposal of your products.
- Ensure by using proper management policies and procedures that product quality and safety meet the applicable requirements.
- Protect your employees' and neighbors' life and health, as well as the public at large against

  hazards inherent in your processes and products.
- Use resources efficiently, apply energy-efficient and environmentally friendly technologies and reduce waste, as well as emissions to air, water, and soil.

Because CRS is a recipient of numerous grants or contracts provided by governmental, public, and private donors, all suppliers and service providers are hereby notified that other donor-specific compliance measures may be included in the legal instrument through which goods or services are procured.

CRS reserves the right to conduct due diligence audits or assessments to ensure your compliance and will take reasonable steps to investigate or otherwise take appropriate action to address concerns. CRS reserves the right to terminate any relationship for non-adherence to the abovementioned requirements.

Should you have any concerns or suspicions of any forms of harassment, abuse and exploitation described above and in CRS' Safeguarding Policy, illegal or improper conduct, CRS requires you to report through any of the following channels:

- CRS Management
- CRS Whistleblower site: http://bit.ly/crshotline
- Email: alert@crs.org

- Phone/Skype: 1-866-295-2632
- Toll free for CRS Rwanda : 8007
- Mail: (mark
  "Confidential")
  Attention: General
  CounselCatholic
  Relief Services
  228 W. Lexington
  StreetBaltimore,
  MD 21201

Ensuring the principles of sustainable development in our supply chain is important to CRS. We hope that as our partner you show your commitment via compliance with your own code of conduct or company policies that embrace these standards.

In accepting business from CRS in the form of a purchase order, contract, or agreement, you are implicitly accepting your organization's roles and responsibilities outlined in this document.

Date: _____

Name: _____

Title: _____