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Written By:	Ruby Henderson
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1. Introduction

1.1. MSI Asia Pacific

MSIAP (MSI Asia Pacific), are a specialist sexual and reproductive health, non-governmental organisation (NGO) working in Asia and the Pacific to improve the sexual and reproductive health and rights (SRHR) of all people.

Our mission is children by choice, not chance.

When a woman is able to control when, or whether she has children, her opportunities for education, to work, or to spend time with the children she already has increases. This policy defines the principles and objectives of MSIAP's development approach to support local communities where MSIAP works and operates, through the provision of sexual and reproductive health, and family planning services.

1.2. Aim

A competitive procurement process ensures fair and open competition to:

- Avoid any suggestions of favouritism
- Comply with all legal and regulatory requirements, and any additional donor requirements
- Minimise exposure to fraud and collusion
- Help promote efficiency and economy

Procurement thresholds have been put in place to determine what type of procurement process is appropriate for each level of spend e.g. obtaining at least three quotes or tender bids from suppliers.

1.3. The Purpose of the Procurement Manual

This document provides a framework for compliance with MSIAP's rules and regulations for the procurement of goods and services through the establishment of procedures based on five guiding principles:

- Best value for money
- Competition
- Fairness and transparency
- Compliance
- The best interests of MSIAP

1.4. Ethics and standard of conduct

All procurement activities shall be executed consistently with the highest professional, ethical, moral, and legal standards.

Employees of MSIAP shall abide by the MSIAP Code of Conduct and the Anti-Fraud and Bribery Policy, and shall not use the authority status of their office for personal gain and shall seek to uphold and enhance the reputation of MSIAP by:

- Maintaining integrity in all business relationships both inside and outside the organisation.
- Fostering the highest standard of competence.
- Optimising the use of resources for which they are responsible to provide maximum benefit to MSIAP.
- Complying both with the letter and the spirit of: Policies and guidelines of MSIAP, The laws of the country of operation and any subsidiary regulations, acceptable business practices in commercial markets & contractual conditions.

2. Due Diligence Process

Before MSIAP or any of its entities enters, extends or renews a commercial relationship with a Supplier, the Requesting Staff and Procurement Lead for the supply or distribution of services or goods, must do the following:

Step 1: Satisfactory Completion of Supplier Questionnaire and Background Checks

The Requesting Staff is to ensure that the Supplier satisfactorily completes and signs the Supplier Questionnaire and MSIAP's Business Partners' Code of Conduct, reviewing the answers provided by the supplier to the questionnaire and asking for clarification or extra information where necessary.

Step 2: Verify the ID / existence of the supplier

The Requesting Staff must ask the supplier for a copy of documentation that proves their identity.

- For individuals, either:
 - a government-issued ID with a photo showing either a residential address or date of birth; or
 - a government-issued ID without a photo supported by a second ID document that must (a) bear the individual's full name and either residential address or date of birth, and (b) be issued by a government, judicial authority, public sector body / authority or a regulated utility company.
- For a company, either:
 - Search of the relevant company registry with a printout of the webpage etc; or
 - Seek a certified copy of the company's certificate of incorporation.
- For a partnership, either:
 - Copy of the partnership agreement; or
 - Copy of the partnership's registration at the relevant official registry.
- For trusts or foundations, proof of the entity's existence. For example:
 - a printout of a web page from a government-sponsored registry or proof of registration with the relevant Charity Commission (include proof of address, if it does not appear in the other documentation)
 - Certified copy of the trust deed and a list of all trustees

Step 3: Submit request for database vetting checks

- Suppliers (including Banks) must also undergo a database vetting check.
- Requesting Staff are required to share the completed Supplier Questionnaire with the Procurement Lead. The Procurement Lead must complete the BP Vetting template and email the completed template to rpateamsupport-solutions-uk-solutions-UK@nttdata.com and await of a cleared vetting check result.
- Where necessary, the Requesting Staff and Procurement Committee are to review adverse results and complete Part C of the Supplier Questionnaire accordingly.
- The Dow Jones database includes checks against the DFAT Consolidated list, The World Bank list and entities who are subject to targeted financial sanctions under Australian sanctions law and the National Security criminal code of terrorist organisations.

Please note:

- It is essential that the due diligence checks are conducted before a contract is signed.
- For further information on Due Diligence checks and managing adverse results please see the [MSI Asia Pacific – Due Diligence Policy](#)

3. Conflicts of Interest

There is a conflict of interest if an MSIAP Person or a Board Member has an interest, relationship or friendship which could, or could be seen to, influence their ability to decide an issue in the best interests of the MSIAP Entity for which they work or are a Board Member.

All MSIAP Persons and Board Members must declare a conflict of interest as soon as they are aware of any possibility that their personal or wider interests could influence, or be seen to influence, a decision-making process. This conflict of interest must be documented in the online Conflicts of Interest Register which can be found on the Legal, Safeguarding and Donor Compliance team's website [HERE](#).

For further information and examples please see the [MSI Asia Pacific – Conflicts of Interest Policy](#)

4. Segregation of Duties

Segregation of duties is a form of internal controls that separates the critical function of a key process to more than one person or department.

Typically, it seeks to disperse the following incompatible duties:

- Authorisation or approval
- Custody of assets or equipment
- Recording of transactions
- Reconciliation

If practicable, different team members must be responsible for aspects of the process.

Where possible, segregation of duties must always be adhered to throughout the Purchase to Pay process.

- This helps to minimise the risk of error or fraud, which could lead to poor value procurement outcomes and financial loss
- It enables adequate oversight and the detection of errors in a timely manner
- Ensures accountability of team members to each other and the organisation, in line with the MSIAP code of conduct.
- It is a key control against fraud and bribery.

Where segregation of duties cannot be achieved due to the size of teams, mitigating controls must be established to reduce the risk of error or fraud. In such instances approval must be requested from the Corporate Services Director and stored centrally.

If necessary, the responsibility for duties within the Purchase to Pay process can be assigned to other departments to ensure adequate and appropriate functional segregation of duties.

For example, when approving an instance of procurement, the person performing procurement activities cannot be the only approver. An approver from another department must approve before purchasing can commence.

You may seek guidance from MSI Global Supply Chain or MSI Global Internal Audit when developing such mitigating controls.

5. Staff Responsibilities

An overview of the responsibilities for the staff involved in procurement is as follows:

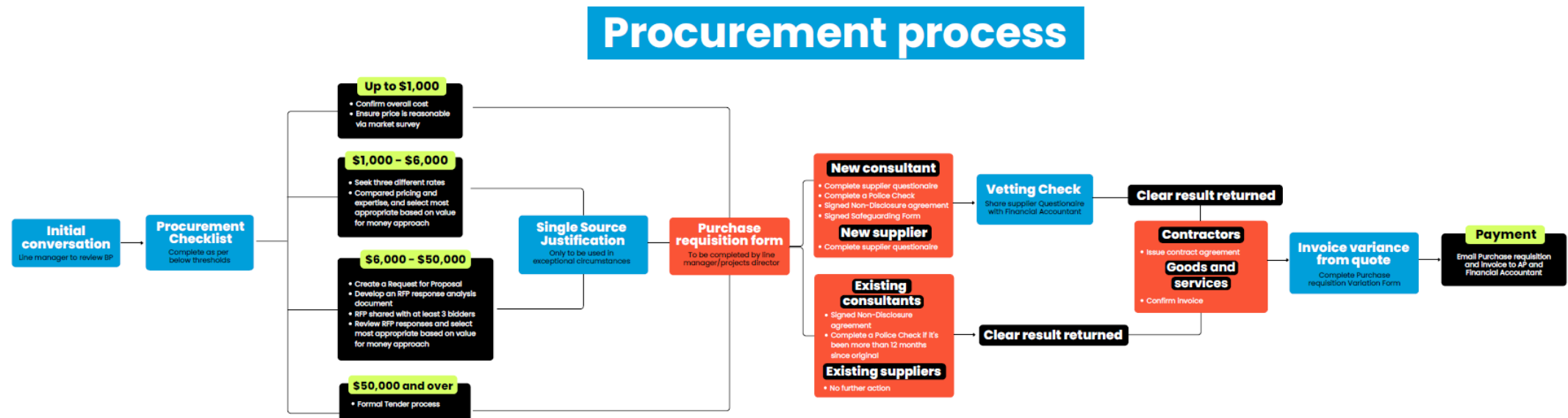
- **Requesting Staff** are responsible for initiating procurement and requesting approval to progress, undertaking and documenting the procurement process eg, completing checklists and relevant forms, market research / quotes based on thresholds, communication with the supplier and sharing relevant documentation with procurement committee for supplier clearance. They are also responsible for sharing invoices with accounts payable.
- **Line Manager/Budget Holder** is responsible for giving approvals, based on their level of authority, and ensuring that the correct procurement process has been conducted.
- **Project Lead** is responsible for giving approvals on project funded procurement.
- **Procurement Lead** is the role of the Financial Accountant. The Procurement Lead is the owner of procurement policies and is responsible for ensuring processes are followed, ensuring standard of documentation retention for procurement and completing vetting checks.
- **Procurement Committee** is responsible for ensuring procurement policies and procedures are followed, maintaining the Preferred Suppliers List, verifying procurement process and ensuring highest standard of document retention for procurement, assisting on more complex



procurements. The Procurement Committee consist of the Financial Accountant and the Corporate Services Director.

6. Procurement Process

6.1. Procurement Process Flowchart



6.2. Procurement Thresholds Introduction

What are procurement thresholds?

The procurement thresholds simply refer to the value of the procurement requirements.

The value of the procurement requirement is always determined by the annual value (over the financial year- Jan to Dec) or the total donor project value of the procurement (whichever is greater).

Why does MSI Asia Pacific have procurement thresholds?

The use of procurement thresholds promotes a more efficient procurement system as it:

- Provides guidelines for when competitive procurement is required, the level of the competition and the possible terms of contracts.
- Reduces unnecessary bidding or repeat bidding that does not add value to the procurement process, but which might reduce the likelihood of suppliers participating in the competitive process.
- Ensures compliance to MSIAP procurement process guidelines and shows adherence to donor requirements, where necessary or appropriate.

What is artificial splitting of contracts?

- Artificial splitting of contracts is an attempt to falsely reduce the value of the procurement by purchasing items from different suppliers or through different contracts to evade competitive procurement procedures or authorisation processes.
- Artificial Splitting on contracts is a breach of MSIAP and Donor Procurement Regulations.

How to ensure contracts are not artificially split?

- When contracting, it is necessary to consider the business plan (or donor budget) associated with the goods or services being procured to ensure the appropriate procurement process is followed. Failure to do so will result in an audit investigation into the legitimacy of the unknown expenditures.

When undertaking procurement, it must be considered if there is a possibility that MSIAP might need to purchase the product or service again and therefore this procurement might fall into a higher threshold. If this is probable, MSIAP requires that the Requesting Staff follows the higher threshold approach. If there is additional need for the same items or services during the year (or the project lifespan), a new procurement process in line with thresholds must be carried out according to the total projected expenditures.

6.3. Donor Requirements

While this document has been written with MSIAP's key donors in mind, some donor grants have specific requirements that must be adhered to for the procurement expenditure to be approved. The Requesting Staff must check the donor agreement, to ensure there is a clear understanding of the requirements in advance of the procurement activities taking place. Alternatively, they can speak to the Projects Director or relevant Project Grants Officers to determine any grant specific requirements before the procurement process begins.

Where there is a difference between donor thresholds and MSIAP thresholds, the Requesting Staff must always use the stricter thresholds. This ensures that the organisation is always compliant.

Please note:

- Where MSIAP has specific donor teams, the Requesting Staff must also consult the relevant team prior to undertaking procurement including the Projects Director.
- Where the donor teams or Project Director find the procurement complex, they must consult the wider Procurement Committee for advice.
- Complex donor procurements may be escalated to the Projects Director for advice.

6.4. Preferred Suppliers v. New Suppliers

There are two scenarios in Procurement: Preferred Suppliers and New Procurement. Preferred Suppliers is for products or Services that have been procured before, and specifications are already known whereas for new procurements the product / service specifications need to be developed.

Understanding the needs

The first stage of the procurement process is to understand and define the business need. This refers to the exact procurement need in terms of the function, performance, and technical characteristics of specific goods and/or services.

The Requesting Staff must determine whether the purchase is a tactical or strategic procurement. The difference between the two, significantly changes the course of action required. Please refer to the below for further detail on tactical and strategic procurement.

Tactical procurement

- More reactive as it covers those business requirements that cannot be fully planned.
- It deals with the short-term needs or one-off procurement of goods and services.
- Although this deals with short term requirements, the goods and services must always be of the right quality, bought at the right price and delivered within the right timelines.

Strategic procurement

- Used for long-term needs which involves developing a proactive, holistic, and continuous evaluation and re-evaluation of the sourcing of activities.
- It ensures value for money through the life cycle of the item or service procured.
- It employs strategies such as the use of framework agreements, development of category strategies, monitoring suppliers' performance and collaborative relationships with suppliers.

MSIAP will maintain a [List of Preferred Suppliers](#). The suppliers on this list will meet a set of minimum administrative, legal and quality standards, and must not be on a donor blacklist or have been found to have had unacceptable adverse results from due diligence checks.

The Preferred Supplier List will be approved by the Procurement Committee and will be updated annually. The annual appraisals will be prepared in the final quarter of the year. The list will be used as

the first choice for requesting quotations for individual procurements, or for making direct purchases with the procurement thresholds.

6.5. Purchase Requisitions

Why use purchase requisitions?

A Purchase Requisition precedes the first stage in the purchasing cycle. It is the initial request or notification of a procurement need.

Purchase Requisitions are essential for ensuring requirements are consolidated where appropriate and that adequate consideration is given before proceeding to the purchasing stage.

Who?

Purchase requisitions are generated by the Requesting Staff and approved by the Budget Holder and Project Director (if project funded).

Please note:

- All Purchase Requisitions must go through an authorisation process as per internal authorisation policies. Purchase Requisitions must be filed with full supporting documentation for audit purposes.

6.6. Procurement Thresholds Table

Upon request for a consultant or goods or services, the procurement team will undertake the required procurement process based on the value of the items or services to be procured and whether a single sourcing or competitive process will be used. The threshold table below outlines the MSIAP Procurement Thresholds but ensure to follow the [Procurement Checklist](#) when undergoing the any procurement.

Value (AUD)	Procurement Process	Steps to take	Approvals required	Contract Mechanism
Any Value	Single Source	<ul style="list-style-type: none"> Obtain quotations or proposals from the supplier Complete the Single Sourcing Justification Form Prepare Purchase Requisition for approval. Undertake due diligence on selected supplier/consultant. If a contractor, complete new contractor forms. Obtain invoice or create contract. 	<ul style="list-style-type: none"> As per approval requirements for value of procurement 	Refer to approval thresholds
Up to \$1,000	Single Quote	<ul style="list-style-type: none"> Obtain price through email or pricelists. Ensure reasonableness of price through comparison of quotes if more than one, market survey or compare with similar historic purchases. Prepare Purchase Requisition for approval. Undertake due diligence on selected supplier/consultant. If a contractor, complete new contractor forms. Obtain invoice or create contract. 	<ul style="list-style-type: none"> Line Manager/Budget Holder. If a Project cost, will also require Projects Director approval. 	Invoice or Consultancy Contract

Value (AUD)	Procurement Process	Steps to take	Approvals required	Contract Mechanism
From \$1,001 – \$6,000	Price Comparison	<ul style="list-style-type: none"> Obtain at least 3 prices through email pricelists. Perform a price comparison and select supplier. Prepare Purchase Requisition for approval. Undertake due diligence on selected supplier/consultant. If a contractor, complete new contractor forms. Obtain invoice or create contract. 	<ul style="list-style-type: none"> Line Manager/Budget Holder. If a Project cost, will also require Projects Director approval. 	Invoice or Consultancy Contract
From \$6,001 – \$50,000	RFQ/RFP Process	<ul style="list-style-type: none"> Obtain at least three quotations through RFQ/RFP. Carry out a bid analysis to select the best offer. Prepare Purchase Requisition for approval. Undertake due diligence on selected supplier/consultant. If a contractor, complete new contractor forms. Obtain invoice or create contract. 	<ul style="list-style-type: none"> Line Manager/Budget Holder. If a Project cost, will also require Projects Director approval. 	Invoice or Procurement / Consultancy Contract
Above \$50,001	Formal Tender Process	<ul style="list-style-type: none"> Issue Invitation to Tender Documents & receive at least 3 responses. Analyse bids and select supplier, must be performed by a multi-disciplinary team. Prepare Purchase Requisition for approval. Undertake due diligence on selected supplier/consultant. If a contractor, complete new contractor forms. Create contract. 	<ul style="list-style-type: none"> Line Manager/Budget Holder. If a Project cost, will also require Projects Director approval. 	Procurement / Consultancy Contract

6.7. Single Source Procurement

What is Single Source Procurement?

This is a method of contracting used under exceptional circumstances, when competitive procurement is not possible due to the below conditions:

When?

- There is only ONE identified supplier of the goods or service, i.e. the item or service required is unique and only available from that supplier.
- Project / service / product is highly complex and requires specialised knowledge, service provisions, manufacturing capabilities or requires complex regulatory approval which limits the number of appropriate suppliers.

A Single Sourcing justification (See the tools and templates section) must be completed for this method of procurement. This is generated by the Requesting Staff and approved by Line Manager/Budget Holder and the Procurement Lead.

See the example [HERE](#)

6.8. Single Quote Procurement

What is Single Quote-Procurement?

Single quote procurement is where, due to the low value of the procurement:

- Only one quotation needs to be received, ideally on the supplier's letterhead.
- Quotes must be received via email.
- The email must include or refer the MSIAP standard terms and conditions.
- Must focus on minimal spend items.

Why is this beneficial?

This method makes it possible to turn around low value procurement requests much faster.

Who?

This process must be handled by the Requesting Staff and approved as per the Purchase Requisition.

6.9. Price Comparison Procurement

What is Price Comparison?

Price Comparison is where, due to the low value of the procurement, three prices / quotations are obtained through email requests to the suppliers. The most competitive quotation is selected, and an invoice or contract is then awarded.

Why is this beneficial?

This method makes it possible to turn around low value procurement requests much faster.

Who?

This is carried out by the Requesting Staff and approved as per the Purchase Requisition.

6.10. RFQ Procurement**What is the RFQ Process?**

An RFQ is a mechanism used to inform suppliers of a procurement requirement which allows them to quote accordingly. The bidder who provides the most economically viable, technically advantageous and compliant quote will be selected.

As the RFQ will form the basis for the supplier's response, the request must include:

- Specification for the goods and services to be supplied
- Quality requirements
- Quantity requirements if known
- Timeline or forecast of when goods or services are needed (if known)
- Delivery address details
- Time and deadlines in which the supplier must respond
- Plus, any other relevant information

The RFQ is sent to any number of suppliers who are deemed appropriate (a minimum of three as this is MSIAP's minimum number of responses required for ensuring competition). Standard purchasing terms and conditions must be included in the RFQ document. Please note that all submission requirements must be detailed in the RFQ document and they must be met by the suppliers to compare like for like responses during bid analysis.

Why is this beneficial?

An RFQ procedure is used to ensure adequate competition in the sourcing process. This ensures value for money. The RFQ procedure is a quick process and therefore prevents unnecessary time being wasted on conducting a full tender for mid-range procurement.

Who?

This is carried out by the Requesting Staff and approved as per Purchase Requisition

6.11. Formal Tender Procurement**Restricted Tendering****What is a Restricted Tender?**

This is when invitation to tender is distributed to pre-selected suppliers. Local or international advertisement is not required. Only bidders who satisfy the selection criteria, decided by the contracting organisation will be asked to submit a bid.

When?

- When there is an internationally recognised quality standard and a pre-qualified list of suppliers by a stringent regulatory body e.g. prequalified finished medicines as determined by the World Health Organisation
- When an open tender has been conducted in the last three years to show a full review of the available market has been considered recently
- When a minimum of at least three suppliers who meet the established selection criteria can be invited from a preferred suppliers list or from our market knowledge.

What are the benefits of using restricted tendering?

This method reduces the time and cost of the selection process.

Who?

This process is executed by the Requesting Staff and Procurement Committee and approvals should be as per approval thresholds.

Open Tendering**What is an Open Tender?**

This is when a tender is advertised as widely as possible to allow any supplier to submit a bid. An open tender can be advertised locally or internationally depending on the value or the type of goods or services being procured.

Where?

The following avenues may be used for advertisement.

- MSI Asia Pacific website <https://msichoices.org.au/>
- ACFID (Australian Council For International Development) website <https://acfid.asn.au/>
- EthicalJobs website: <https://www.ethicaljobs.com.au/>
- Industry/trade specific publications or development gateway sites
- Suppliers can also be invited individually to participate in this process

Why would an Open Tender Process be used?

- There is increased competition which may result in more competitive pricing
- This opens up opportunities to diversify the supply base
- If donors specifically request this approach

Who?

This process is executed by the Requesting Staff and Procurement Committee and approvals should be as per approval thresholds.

Guidance on development of Tender Documents

As a minimum, the tender documents should include:

- deadlines including time, dates, hour for submissions
- method for submission of proposals
- details of any markings required on proposals to indicate their contents
- specifications, TORs or SOWs pertaining to the goods or services to be procured
- evaluation criteria and the relative weights of technical and financial criteria
- disclosure form for any actual or potential conflict of interest during the tendering process
- guidance on use of e-tendering system for communication purposes (queries and answers where applicable)
- details of any pre-bid conferences/site visits
- details of any samples and/or demonstrations required

Please note:

It is critical to develop evaluation criteria beforehand and include it in the tender document

Formal Tender Process Guidance

Preparation		Execution				Contract Award	
Form Cross Functional Team	Develop Tender Documents	Invitation to Tender	Bid Document Clarification	Bid Preparation	Bid Submission	Bid Evaluation	Contract Award and Debrief
<p>A cross-functional team is formed who are responsible for defining specifications / ToR and the evaluation criteria of the bids</p> <p>Cross functional team includes procurement, finance and user dept.</p>	<p>Tender documents are developed by the Procurement Team (Refer to tools and templates section)</p> <p>Tender documents must be approved by the cross functional team prior to distribution of ITT</p>	<p>Tender advert is published as appropriate</p> <p>or</p> <p>Tender documents sent out to invited suppliers</p>	<p>Clarifications are sought in writing by the bidders on any unclear information in the tender documents within the timelines provided in the document.</p> <p>Responses are provided to all bidders</p>	<p>Bidders prepare bid responses as per instructions in the tender documents</p>	<p>Bids are submitted as per instructions and timelines in the tender documents</p>	<p>Cross Functional team opens bids and completes the bid evaluation documentation</p>	<p>Contract is awarded to successful bidder and the unsuccessful bidders are debriefed</p>

6.12. Contracting and Invoicing

On completion of the evaluation process, the most competitive supplier must be selected, and a contract awarded, or invoice confirmed.

- For Single Quote Procurement & Price Comparison methods, invoices are issued for goods and contracts are arranged for contractors.
- For RFQ's/RFP's and Tender Processes, Contracts must be issued.

Why is a contract important?

- The contract allows both parties to fully understand their obligations and key success criteria as part of the agreement.
- The agreed terms and conditions help to minimise contractual risks and exposure.

How?

- MSIAP's standard contract templates must be used. If the supplier's contract template is to be used, please seek guidance from the Procurement Committee.
- MSIAP's standard terms and conditions must be utilised when placing the contracts.
- In case of any deviation from the MSIAP's standard terms and conditions, the Procurement Committee must be contacted for guidance.
- The contracts must include Key Performance Indicators (KPI's).
- The MSIAP contract templates can be found [HERE](#)

Please note:

Before contracting with any party, due diligence must be performed on the selected supplier as per the MSIAP Due Diligence Policy. This ensures that the suppliers selected are legally compliant and can deliver the required goods or services. We must not contract with any party that has not passed due diligence. Refer to the [MSI Asia Pacific Due Diligence Policy](#) for details.

6.13. Making Payment

A list of all required payment documentation necessary to process invoices must be made known to all Suppliers in advance. This information can be included in the contract or in the standard T&Cs.

Payment must only be made upon fulfilment of all contractual obligations and in line with the contracted payment terms.

Who?

Payments must be processed by Accounts Payable upon receipt of supplier invoices and Purchase Requisition Forms. Please note that Procurement Lead must not be an authoriser of the payment (as already discussed under the segregation of duties section of this policy).

Please note:

- Payments are processed within 14 days, please contact the Finance Team on exceptional circumstances.
- Cash payments are not permitted.

6.14. Document Filing

The following documents may need to be archived throughout the procurement process

(follow [procurement checklist](#) for more detail)

Up to \$1,000	\$1,001 – \$6,000	\$6,001 – \$50,000	Over \$50,001
<ul style="list-style-type: none"> Completed Procurement Checklist Signed Purchase Requisition Form Signed Contract / Invoice 	<ul style="list-style-type: none"> Completed Procurement Checklist Evidence of three quotes Signed Purchase Requisition Form Signed Contract / Invoice 	<ul style="list-style-type: none"> Completed Procurement Checklist RFQ/RFP, responses and the analysis Signed Purchase Requisition Form Signed Contract / Invoice 	<ul style="list-style-type: none"> Completed Procurement Checklist RFP, responses and analysis Signed Purchase Requisition Form Signed Contract / Invoice

Please follow appropriate naming conventions, ensuring that each document is saved with:

- Type of document (e.g. PR Form, Quote, Supplier Questionnaire etc.)
- Date (YYYY.MM.DD)
- Supplier/consultant name

Example: Supplier Questionnaire – 2025.08.14 – Hannah Robert

7. Related Policies

Follow the link to related policies:

- Due Diligence
- Conflicts of Interest
- Value for Money
- Expense Reimbursement and Credit Card Usage
- Travel

8. Tools and Templates

Follow the link to relevant tools and template:

- Procurement Checklist
- Purchase Requisition
- Purchase Requisition Variance
- Request for Proposal (RFP)
- Request for Quote (RFQ)
- RFP Analysis
- RFQ Analysis
- Tender Evaluation
- Conflict of interest declaration form
- New Supplier Questionnaire
- Single Sourcing Justification
- Contract Templates
- Non-Disclosure Agreement (NDA)
- Safeguarding Code of Conduct