

REQUEST FOR APPLICATIONS

Issuance Date	21/05/2026
Closing Date	20/06/2026 - 4 PM South Sudan Time
Intervention	Strengthening the production, productivity, and supply chain of bee honey value chain
Reference Code	(RFA-SMAC+Project-06-02).

1. INTRODUCTION

Caritas Switzerland is an independent humanitarian and development organization committed to combating poverty and supporting people affected by crises to lead dignified and self-reliant lives. Guided by its vision of “a just world where all people have equal opportunities and can determine their own future”, Caritas Switzerland works to strengthen resilience, promote social inclusion, and foster sustainable economic development in fragile and conflict-affected contexts. Ending poverty is and remains the overall goal of Caritas Switzerland. In the same way that Private Sector Engagement (PSE) is critical to the 2030 agenda, it is critical to Caritas Switzerland’s goal and overall vision.

In South Sudan, Caritas Switzerland’s strategic objective centers on enhancing livelihoods and economic opportunities for vulnerable populations, particularly youth, women, returnees, and displaced communities, while contributing to peaceful and resilient societies. The organization advances inclusive market systems, skills development, and entrepreneurship to improve household incomes and reduce dependency on humanitarian assistance. By collaborating with the private sector, government institutions, and local partners, Caritas Switzerland supports the creation of enabling environments where micro, small, and medium enterprises can emerge, grow, and generate sustainable employment. Leveraging its cross-sector expertise and long-term presence in fragile settings, Caritas Switzerland integrates economic empowerment with social cohesion and climate-resilient approaches to drive lasting development outcomes.

Caritas Switzerland is implementing the **Sustainable Markets and Agribusiness Competitiveness Plus (SMAC+) Project** in South Sudan, co-funded by the European Union under the Green and Resilient Economy (GRE) Program and with co-funding from the Swiss Agency for Development and Cooperation (SDC). The project focuses on catalysing inclusive, climate-resilient economic growth by strengthening agricultural market systems and enabling private sector-led development in Eastern and Central Equatoria.

The Project applies to a facilitative Market Systems Development (MSD) approach for most of the interventions. Rather than delivering services directly, the project works through partnerships with private sector actors, producer organizations, cooperatives, government institutions, and industry bodies to address systemic constraints that limit market performance.

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Partners are supported to **test, adapt, and scale commercially viable models** that improve productivity, expand market access, and create sustainable income opportunities.

The project prioritizes collaboration with market actors who demonstrate the readiness and incentive to invest in growth. Through **co-design, co-investment, and shared accountability**, partnerships are structured to ensure that innovations are locally owned and continue beyond the life of the project.

The SMAC+ Project intends to be achieved through six interventions which include:

- Bee Honey Value Chain Strengthening: This portfolio focuses on improving the production, aggregation, quality assurance, and supply chain of bee honey. It promotes improved beekeeping practices, aggregation models, and linkages between producer groups and processors to increase volumes, quality standards, and access to domestic and regional markets.
- Seed Sector Development and Localization: This component strengthens the local production and commercialization of Quality Declared Seeds (QDS), reducing dependence on imports, and improving smallholder access to affordable, climate adapted seeds. It supports out grower models, private seed enterprises, and regulatory engagement to build a functional seed market system.
- Horticulture Value Chain Promotion: The horticulture portfolio enhances production, post-harvest handling, and market access for vegetables and high-value crops. It promotes climate-smart practices, irrigation solutions, and linkages to urban markets, particularly in Juba and surrounding counties.
- Promotion of Local Sourcing and Value Addition: This intervention supports partnerships with existing manufacturers and processors to promote local sourcing of honey, cereals, oilseeds, and horticultural produce. By strengthening backward linkages between processors and smallholder farmers, the project stimulates domestic value addition and job creation.
- Enabling Environment and Policy Support: Recognizing that market transformation requires institutional reform, this portfolio supports trade facilitation, policy advocacy, public-private dialogue, and engagement with relevant government institutions such as Ministries of Agriculture, standards authorities, and revenue bodies. The objective is to improve regulatory frameworks and reduce systemic barriers affecting agribusiness growth.
- Conflict-Sensitive Natural Resource Management (NRM) and Peacebuilding: Agricultural productivity and market stability depend on equitable access to land, water, forests, and grazing resources. This portfolio integrates Community Based Natural Resource Management (CBNRM), Farmer-Managed Natural Regeneration (FMNR), mediation platforms, early warning systems, and

inclusive peacebuilding mechanisms. It strengthens local governance structures to reduce resource-based conflict and create a stable production environment. The overall objective is to increase productive capacity, income generation, climate resilience, and inclusive market participation for 12,000 smallholder farmers while strengthening peaceful coexistence.

2. CONTEXT

Beekeeping is considered a crucial component of livelihood diversification in Sub-Saharan Africa, as it can supplement household incomes, food, and medicine. The relatively low startup costs, labour requirements, and minimum land ownership, render beekeeping an attractive economic pathway out of poverty for the rural poor, particularly women and young people. Additionally, pollination provides an important ecosystem service that enhances food security and is estimated to increase yields in the majority (around 75 percent) of global crops.

Regionally, Ethiopia is the largest producer of honey in Africa, (USAID, AGPAMD, 2012), producing approximately 45,300 MT annually. Tanzania is the second largest (8,000 MT annually), and Kenya ranks third in the region, followed by Uganda and then Rwanda with just about 4,000 MT a year and the volume of honey produced annually in South Sudan is not known but remains low. While the regional honey market is growing fast and has less stringent requirements compared to other commodities exported to Europe or other markets, there is significant informal cross border trade between South Sudan and its neighbouring countries (DRC, Kenya, and Uganda), case in point being the DRC and Uganda raw honey being moved into South Sudan market through West Nile.

In South Sudan, Eastern and Central Equatoria specifically, the honey sub sector has been largely informal, with smallholder farmer households engaging in it as a hobby instead of as a business. This results in a lack of willingness to invest in quality beehives. The use of local beehives that are hard to manage coupled with poor harvesting techniques leads to low production, productivity and poor-quality honey. Extension training to farmers is largely lacking. Market actors in the bee honey market system have not yet seen a good business case to invest in extension to improve apiculture practices. The above challenges coupled with the lack of trust that exist between small scale producers and local processors as they mostly interface with local processors only at the buying stage, makes them see not much value added by the processors. These make it hard for the actors to do good business.

The current trends in the international market for honey are rising prices (due to shortages), more powerful testing modalities and more stringent quality demands with the volume of honey exported in the world is increasing by 61%, while the number of beehives increasing only by 8% between 2007 and 2013. The largest markets are currently EU, USA, China, GCC, Japan, Canada and EAC with a market size estimated at USD1.9 billion.

There is however high growth potential in both domestic and external markets including regional East African and international markets. In domestic markets, growth is attributed to the diverse uses of honey in households, including as a sweetener or for medical purposes. Different markets include individuals or households within the Juba and central Equatoria, traders and local beer brewers, NGOs, and traders from bigger towns (Rumbek, Torit, Yambio). There is

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an opportunity to expand honey sales as the domestic market is undersupplied, with a significant amount of honey consumed being imported, especially with the rapidly growing number of supermarkets and grocery shops in major towns such as Juba, Munikii, Yei, Yambio, Malaka, etc. Currently, imported brands from Kenya, Ethiopia, and the UAE dominate the urban market, holding a 90% import share. These brands compete more strongly with locally produced honey due to their superior packaging and quality, as well as being relatively cheaper

Therefore, this intervention seeks to address the above constraints to increase production, productivity and quality of the locally produced honey. The intervention seeks to pilot an aggregation and extension model that will trigger the uptake, access and utilization of improved bee hives and forage among the farmers and supply of quality honey by the farmers.

The project positions seed companies not merely as suppliers, but as key market actors capable of driving systemic changes within the honey sector. Applicants are therefore encouraged to propose commercially viable and scalable business models that integrate honey production, aggregation, processing, storage, and marketing. Proposals should also demonstrate resilience to climate shocks and market volatility, while strengthening linkages across the value chain.

Emphasis will be placed on partnerships that:

- Promote farmer participation as honey producers (e.g., throughout grower models).
- Enhance the inclusion of youth and women within the honey value chain.
- Expand access to quality honey in underserved and post-conflict areas.
- Demonstrate a clear pathway to commercial viability beyond the duration of the SMAC+ Project.

Intervening in the honey system is critical, as access to reliable, high-quality honey underpins agricultural productivity, food security, and climate resilience. For most smallholder farmers, honey is the single most important input influencing yields and income. A functional honey system enables farmers to invest confidently in production, rather than relying on coping mechanisms. Without a trusted and accessible honey supply, investments in extension services, market development, and resilience cannot be sustained. Strengthening the honey system is therefore essential to support a transition from humanitarian dependence to a more self-reliant, market-driven agricultural economy.

Through this co-investment approach, the SMAC+ Project aims to strengthen local honey production and market systems by supporting the growth of competitive honey enterprises. The long-term vision is a more resilient and inclusive honey sector in which farmers have reliable access to quality seed, and where local companies are incentivized to invest, innovate, and scale—contributing to a sustainable and self-reliant agricultural system in South Sudan.

3. GOAL OF THE REQUEST FOR APPLICATIONS

The goal is to partner and collaborate with private agribusinesses (processors, carpenter, and bee honey traders to promote the uptake of quality beehives, buying and marketing quality honey for the smallholder farmers within the stated locations. This will enable farmers to achieve increased productivity (increased yield of honey per hive) and improved income in Eastern and Central Equatoria.

The selected partner will collaborate with Caritas Switzerland to leverage the project resources to co-design and implement sustainable market driven interventions. Through this partnership and co-investment, the intervention aims contribute to developing of structured and sustainable input & output market in the bee honey sub sector.

Specifically, the partner will contribute to;

- The access and uptake of improved beehives and equipment by at least 2,500 smallholder beekeepers.
- Build capacity of at least 2,500 producers on apiary management and post-harvest handling.
- Establish aggregation systems embedding extension services through community based aggregators resulting into at least 40MT of quality honey aggregated and sold by small scale producers
- Strengthen commercial sourcing relationships between producers and honey processors.

Caritas Switzerland intends to co-invest with eligible private sector actors (PSAs), with a particular focus on local seed companies, through individual awards of up to USD 80,000 per partner. The anticipated duration of each partnership is 12 months.

4. APPLIATION EXPECTATIONS AND PROCEDURES

Interested applicants are requested to carefully review the requirements of this RFA and submit a complete application package to ssprocurement@caritas.ch, referencing the RFA reference code **(RFA-SMAC+Project-06-02)**. The application package must include a cover letter and all required documents listed below.

Please note no physical applications or post correspondences will be accepted.

Any questions concerning this RFA should be submitted by email no later than **May 29, 2026**, directed to the email: ssprocurement@caritas.ch. Questions and responses will be shared with all applicants to ensure transparency and equal access to information

The subject line of the email must include the following: **RFA-SMAC+Project-06-02. Strengthening the production, productivity, and supply chain of bee honey value chain.**

In your application you must also include:

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- Completed Application Form and Estimated Budget (see Annex 1)
- Statement of Liability (see Annex 1)
- Certificate of Incorporation
- Letter of No Objection
- Membership in the Chamber of Commerce
- Memorandum and Article of Association
- Tax Clearance
- Acquisition of Stamp

Page Limitation: Applications should be specific, complete, and presented concisely and **shall not exceed twelve (12) pages (exclusive of annexes), application exceeding the page limit may be rejected without further review.** In general, the applicant must provide a detailed description of the private company and/or organization and/or consortium applying, including information on the most recent activities/projects performed with the different markets/trader associations/donors/investors. The application must indicate in the model that will be applied for operationalizing the activities, projected results, anticipated challenges, and mitigation actions, and the experience that the applicant has in the delivery of a commercially viable QDS model that protects the long-term integrity of the seed systems for South Sudan.

Submitter: “*Applicant*”, “*Subcontractor*”, and/or “*Bidder*” means a firm proposing the work under this RFA. “*Offer*” and/or “*Proposal*” means the package of documents the firm submits to propose the work. Offerors wishing to respond to this RFA must submit proposals, in English, per the following instructions. Offerors are required to review all instructions and specifications contained in this RFA. Failure to do so will be at the Offeror’s risk. If the solicitation is amended, then all terms and conditions not modified in the amendment shall remain unchanged

Use of Funds: Funds provided under the milestone-based performance award shall be used exclusively to fund activities that fulfill the objectives of the partnership activities. Diversion of award funds to other uses will result in the cancellation of the award and retrieval of funds disbursed to the award recipient.

Reporting Procedures: A description of reporting requirements will be done by the assigned Intervention Manager who will Oversee this intervention. Issuance of the final installment of grant funds is contingent upon Caritas Switzerland’s receipt and acceptance of Final Financial and Final Project Reports.

Project Monitoring: Caritas Switzerland staff will monitor projects in terms of both technical

! Awards will be made to the applicant whose application(s) offer(s) the best value for money and demonstrate technical capacity to deliver planned work to the required quality standard and within defined timeframes. Issuance of this RFA does not constitute an award or commitment on the part of Caritas Switzerland, nor does it commit Caritas Switzerland to pay for costs incurred in the preparation and submission of the application. Further, Caritas Switzerland reserves the right to reject any or all applications received. Applications are submitted at the risk of the applicant.

and financial aspects. Award recipients will be expected to facilitate monitoring by making relevant information available to Caritas Switzerland2 staff.

Caritas Switzerland conducts business under the strictest ethical standards to ensure fairness in competition, reasonable prices and successful performance or delivery of quality goods and equipment. **Caritas Switzerland does not tolerate corruption, bribery, collusion, or conflicts of interest.** Any requests for payment or favors by Caritas Switzerland employees should be reported as soon as possible to feedback.southsudan@caritas.ch.

Further, any attempts by an offeror, grantee, or subcontractor to offer inducements to a Caritas Switzerland employee to influence a decision will not be tolerated and will be grounds for disqualification, termination, and possible debarment.

This is an open competitive RFA. All eligible applicants meeting the requirements of this RFA may apply, and applications will be assessed against the criteria set out in this document:

- Technical proposal review
- Budget negotiation
- Institutional capacity assessment
- Safeguarding and compliance verification

5. APPLICATION DETAILS

5.1 AWARD AND APPLICATION INSTRUCTIONS

All eligible applications will be reviewed by a technical committee and evaluated based on the selection criteria provided below. The application format is provided in Annex 1 of this document.

Applications must include:

- **Current Business Model Summary:** How you are currently facilitating access to quality bee honey inputs and off take model to farmers; and how the objectives of this RFA align with your long-term commercial objectives.
- **Technical Approach:** Indicate how your proposed strategy and delivery approach addresses the challenges to farmers accessing improved bee honey equipment, tools, extension and access to the market for honey.
- **Activities:** How they will lead to the achievement of the objectives and how you plan to measure/track the benefits to the small-scale producers.
- **Past Performance (1 page max.):** Your experience in the design and delivery of commercially inclusive business models that integrate small-scale producers, aggregators, and other market actors into your business.
- **Monitoring Evaluation, Research, and Learning (MERL):** Process for monitoring progress and achieving results, criteria you will use to measure the achievements of your project, and a solution to be used for delivery, monitoring, accountability, and learning.
- **Sustainability:** How the interventions and partnership with the SMAC+ Project will promote sustained and scalable benefits to farmers and support your business growth through a **project activity and timeline (i.e., work plan)**.

5.1.1 ELIGIBILITY REQUIREMENTS

Eligible respondents must be working in South Sudan as private agribusiness companies and/or consortiums of private agribusiness (for-profit entity). Individual people and not-for-profit entities will not be considered for this RFA. Applicant should have been in business for at least three (3) years and can demonstrate compliance with rules and regulations of operating business within South Sudan.

1. Eligible respondents must be **licensed/legal agro processors and bee honey companies operating in South Sudan** with demonstrated experience in **Market Development Facility (MDF) programs through co-investment**.
2. To qualify for participation in this RFA, applicants must have a **physical presence within the SMAC+ operational areas** (Juba, Torit, Magwi, Terekeka and Yei) and/or be **willing to expand their business operations** in these locations.
3. Applicants must demonstrate **institutional experience of at least three (3) years** in capacity building of bee honey producers, in the strengthening of the bee honey value chain supply chain and markets, integrating smallholder farmers, cooperatives and producer organization into the supply chains.
4. Applicants must demonstrate that their **proposed strategies will contribute to the achievement of the RFA objectives**.
5. Applicants should have the **ability to present concepts visually** and communicate appropriately with stakeholders at different levels.

6. Applicants must demonstrate **sound financial, administrative, and technical management systems**, including policies, procedures, and internal controls that **safeguard assets; protect against fraud, waste, and abuse**; and support achievement of project objectives. CACH will assess this capability before awarding a grant.

6. SELECTION PROCESS

The review panel will include relevant technical staff. Throughout the evaluation process, Caritas Switzerland shall take steps to ensure that members of the review panel do not have any conflicts of interest or the appearance of such regarding the organizations whose applicants are under review. An individual shall be considered to have the appearance of a conflict of interest if that person, or that person's spouse, partner, child, close friend or relative works for or is negotiating to work for or has a financial interest (including being an unpaid member of a Board of Directors) in any organization that submitted an application currently under the panel's review. Members of the panel shall neither solicit nor accept gratuities, favors, or anything of monetary value from parties to the awards.

The status of the applications received, whether accepted or rejected, shall be communicated to all applicants within thirty (30) days. All applications that meet the application requirements will be reviewed by the review panel. Verification of the application submission requirements will be conducted by Caritas Switzerland.

If suitable applications are received, one or more awards will be made within ninety (90) working days of the review panel meeting provided that the awardee(s) furnish(es) Caritas Switzerland with all the required documentation.

The applications will be evaluated according to the evaluation criteria set forth below. To the extent necessary, negotiations may be conducted with each applicant whose application, after discussion and negotiation, has a reasonable chance of being selected for award.

6.1 EVALUATION CRITERIA

Awards will be made based on the ranking of applications by the review panel according to the evaluation criteria and scoring system identified below:

A. Technical and Inclusive Approach (40 points): The proposal is evaluated as to how well it presents a market driven, inclusive and sustainable solution for strengthening the bee honey supply chain and market system in Eastern and Central Equatoria. The proposal should clearly demonstrate the applicant's technical understanding and ability to deliver systemic, scalable results.

Points will be awarded for:

- Proposing practical and market driven strategies to improved bee honey production, aggregation and marketing, including the adoption of appropriate bee keeping technologies and innovations (eg improved bee hives, tools, harvesting kits) in Eastern and Central Equatoria State.
- Demonstrate effective and inclusive approaches to strengthen the capacity of beekeepers, producers/smallholder farmers to increase productivity and harvest quality honey through improved post-harvest handling and value addition and enhance their commercial viability & market participation
- Demonstrating an understanding and knowledge of the RFA and the dynamics of bee honey subsector and market systems structures in Eastern and Central Equatoria and how they can be leveraged to strengthen the value chain, market linkages, coordination and transparency across the supply chain including business collaboration with aggregators and inputs suppliers.
- Inclusivity: the extent to which proposed model is inclusive, including the integration of women, youth, and other marginalized small-scale producers into the market system (e.g as aggregators, trader agents, and existing farmer groups/cooperation.

B. Management Plan and Staffing Structure (25 points): The proposal is evaluated as to how well it shows the capacity to carry out the proposed technical and management actions.

Points will be awarded for:

- Demonstrating experience and knowledge in capacity building in developing & strengthening the bee honey value chains, including working with smallholder bee farmers, cooperatives and producer organization, aggregators and other market actors.
- Demonstrate a strong understanding of commercial honey business models, including aggregation, processing and market access and how to support local actors.
- Demonstrate how the proposed model/approach will ensure efficient, timely and cost-effective implementation, achievement of results and sustainability beyond the partnership.

C. Past Performance/Corporate Capabilities (15 points): The proposal should clearly demonstrate recent experience of similar partnerships. Experience in design and delivery of commercial inclusive business models that integrate small-scale producers, aggregators, and other market actors into your business in South Sudan. Evidence of previous business models and approaches that strengthen supply chain efficiency and coordination, expands market access and customer reach, improve product quality, competitiveness and marketing and delivers long-term commercial viability.

D. Sustainability and Commercial Viability (20 points): The proposal should clearly demonstrate interventions that represent value for money and model viability to promote desired smallholder farmers beyond the activity's intervention lifespan. Furthermore, another

key consideration will be a critical review of how the proposed model will protect the longterm integrity of the seed system sub-sector and reduce the risk of possible harmful market distortions.

6.2 SIGNING OF AWARD AGREEMENTS

Successful applicants will proceed into the next step, which is a co-design phase, working closely with the assigned Intervention Manager to fine-tune their proposal and develop a financial projection/budget. A co-designed document will then be submitted to the Senior Project Management Committee for approval. A Milestone Performance-Based Agreement will be prepared. After Caritas Switzerland and the successful applicant have signed the agreement, Caritas Switzerland will provide training on financial management and reporting. All reporting and contractual obligations will be explained to the successful applicants.

Final award will be subject to Caritas Switzerland’s internal approval procedures, due diligence, compliance verification, and successful completion of the co-design process. Caritas Switzerland reserves the right to adjust the partnership process, request additional documentation, or discontinue the award process at any stage in line with internal procedures, donor requirements, and due diligence findings.

ANNEX 1 : APPLICATION FORM

I. APPLICANT INFORMATION

(Max. 3 pages)

Date of application				
Full name/title of applicant				
Formal address/registered office				
Locations within South Sudan where the applicant is operational				
Business type (tick one)	Private Limited	Public Company	I/NGO	Other (provide details)

<p>Brief description of the company's main business (e.g., buyer, input supplier, processors, BDS service provider, financial service provider, etc.)</p>	
<p>Year established</p>	
<p>Annual turnover for the past three years in USD (or since the date of establishment, if established in the past three years 2023, 2024, 2025)</p>	
<p>Annual profit for the past three years in USD (or since the date of establishment, if established in the past three years e.g 2023, 2024, 2025)</p>	

Applicant's current business model (max 2 pages)

Describe your current business model, including how you deliver products and services to the market, manage your supply chains, and engage with farmers. Explain how the objectives of this RFA align with your long-term business strategy. If applying as a consortium, clearly outline the roles, responsibilities, and business models of each partner.

Technical approach (max 2 pages)

Explain how your proposed business model and delivery approach will address the challenges presented in the RFA to farmers' access to improved bee honey equipment, tools, extension services, end markets, and other services. applicant should clearly indicate target locations, target group(s) (how farmers will be supported/incentivized to invest and supply quality honey), model of delivery and rationale, and expected impact.

You should also outline your proposed delivery model, including the rationale behind it, and demonstrate how it responds to the specific constraints within the seed system. Finally, describe the expected impact of your approach, including how it will contribute to improved access to quality inputs, strengthened market linkages, and increased agricultural productivity.

What Activities and tasks will you take to deliver the partnership and how will you measure/track the benefits to target smallholder farmers and other market actors? Response should include:

- What are the specific activities that you will undertake?
- What are the specific results that you will bring about?
- How many people will directly benefit from your proposed programme?

Define target market actors (farmers, aggregator, agents or cooperative/farmer groups) and the controls that you will put in place to ensure that you support the most deserving small scale honey producer.

Past Performance (max 1 page)

Please describe your experience in the design and delivery of business projects targeting smallscale producers. Specifically, please reflect on past three years.

a. Number of farmers served by the business	
b. Geographical business/company footprint by the company	
c. Type of products and services traded by the company	
d. Product distribution and retail models applied by the company	
e. Historical performance data on product volume and value of sales	
f. Experience working with donor funding	
g. Type of embedded services provided to customers	

<p>h. Experience working with digital solutions for input distribution, retailing and off-taking, and extension delivery</p>	
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How will this experience position you to operationalize a viable intervention to deepen smallscale producer integration into your business model?

Monitoring, Evaluation, Research, and Learning (max 1.5 pages)

- How will you know that your project was successfully implemented?
- What criteria will you use to measure the achievements of your project?
- Do you have or utilize any digital platforms/solutions?
- How do you plan to use digital solutions in the delivery of this intervention?

Sustainability (max 0.5 page)

- What risks do you anticipate in the delivery of this project? ‘
- What mitigation protocols will you operationalize to ensure that you reduce potential harm to the wider sector?
- How will you ensure that your proposed intervention positions beneficiary farmers for increased market access and empowerment as market actors?
- Develop a draft workplan (include dates and milestones) based on your proposed activities.

Project budget:

Please provide a budget based on the number of proposed activities and the number of counties/markets expected to be reached by your project.

Output	Proposed Activity	Cost (USD)



Statement of liability

I, the undersigned, being the person responsible in the applicant organization for this project, certify that the information given in this application is true and accurate.

Name and surname	
Position	
Signature and stamp	
Date and place	

By signing this proposal, the applicant confirms adherence to these standards and commits to refraining from any attempts to influence Caritas Switzerland or any government officials through bribery, gratuities, facilitation payments, kickbacks, or

Register using the link below for Q & A session with SMAC+ TEAM

https://docs.google.com/forms/d/e/1FAIpOLSeOX5stxavZozFXzjfWlqd9hwJ_2aUU6GnVe2v_5AxvBO9bOA/viewform?usp=publish-editor

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