

Terms of Reference (ToR)

Final Project Evaluation FFO Global Funding 2020-2022

“Humanitarian WASH Assistance for People Affected by Conflict and Disaster and Disaster Readiness Capacity Building for South Sudan Red Cross in Maridi and Ibba Counties, South Sudan”

Place of assignment:	Juba, South Sudan South Sudan Headquarters Maridi and Ibba, Western Equatoria, South Sudan SSRC Maridi Branch
Assignment period in South Sudan:	November 2022
Main Partners:	South Sudan Red Cross (SSRC) German Red Cross (GRC)
Donors:	German Federal Foreign Office (GFFO) German Red Cross (GRC)
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Content

Abbreviations	3
1. Introduction and Context in South Sudan	4
2. Background to the Project	4
3. Objectives of the Assessment	6
4. Implementation and facilitation	10
5. Quality and ethical standards	11
6. Consultant Profile	12
7. Evaluation Criteria	12
8. Application procedure	13
9. Annex	14

Abbreviations

GFFO	German Federal Foreign Office
GRC	German Red Cross
HQ	Head Quarters
IFRC	the International Federation of Red Cross and Red Crescent Societies
MOFA	Ministry of Foreign Affairs
OECD/DAC	Organization for Economic Co-operation and Development/ Development Assistance Committee
PDM	Post Distribution Monitoring
SSRC	South Sudan Red Cross
WASH	Water, Sanitation and Hygiene

1. Introduction and Context in South Sudan

South Sudanese history is one permeated with conflict. Years of conflict have left the country with very little infrastructure, limited formal health services, limited access to WASH services and high levels of food insecurity. Human Development indicators in South Sudan remain amongst the lowest in the world, and the 2020 Human Development Index (HDI) places South Sudan as number 185 out of 189 countries (UNDP, Human Development Report 2020).

According to the latest OCHA Humanitarian Needs Overview (HNO, 2021), 8.4 million South Sudanese, more than half of its population, are in need of humanitarian assistance. Malnutrition levels, especially among children under five, increased over the last years due to a mix of several underlying factors, including poor WASH. 44% of the population are at risk of communicable and non-communicable diseases. At any one time, every other child is sick with fever or malaria, and every fourth child with diarrhoea. Around 75% of all child deaths in South Sudan are due to preventable diseases, such as diarrhoea, malaria and pneumonia. An estimated 60% of the total population either rely on unimproved or surface water sources; or have to walk more than 30 minutes to reach the improved water sources or face serious protection risks, especially women and children.

Five years of civil war have led to large-scale internal displacement and refugee outflows to neighbouring countries. Over 4.3 million people are estimated to have been displaced since 2013, including 1.8 million IDPs (UNDP, Human Development Report 2018). Confrontations between the two main warring parties i.e. The Sudan People Liberation Army (SPLA) and SPLA –in Opposition (SPLA-iO), have recently decreased. Since the signing of the Revitalized Peace Agreement (R-ARCSS) in September 2018, the country is administered by a transitional government. While recent happenings expect currently displaced people to come back to their homesteads, South Sudan is far from stability. An increase in displaced people deciding to return could, in the short to medium term, worsen the country's already vulnerable situation as the current level of service provision in certain areas is estimated to be unsustainable for higher rates of return.

2. Background to the Project

Implementing Agency	South Sudan Red Cross
Project Title	"Humanitarian WASH Assistance for People Affected by Conflict and Disaster and Disaster Readiness Capacity Building for South Sudan Red Cross in Maridi and Ibba Counties, South Sudan"
Project Location	Maridi and Ibba communities and SSRC Maridi Branch
Project Duration	01.06.2020 – 31.12.2022
Overall project budget	€ 1,400,000

The South Sudan Red Cross (SSRC) and the German Red Cross (GRC) are planning to conduct a final evaluation for an ongoing emergency response project. The implementing areas are Maridi and Ibba communities, as well as SSRC Maridi Branch.

The project is funded by the Federal Foreign Office of Germany and German Red Cross and was developed in response to the immense humanitarian needs in the region. The project started in June 2020 and is expected to end in December 2022. The total budget of the intervention is 1.400.000 EUR.

The project focused on two sectors: 1) WaSH activities for communities in Ibba and Maridi and 2) Readiness activities aimed at the SSRC branch in Maridi.

1. Supporting the SSRC Branch in Maridi to address urgent WASH needs in Maridi and Ibba counties of Western Equatoria.

The project focused on rehabilitating and drilling new boreholes to serve the communities of Maridi and Ibba. These actions were strengthened by activities aiming to increase the governance of the water through water committees, as well as the capacity of the communities to operate and maintain the boreholes by training local pump mechanics.

Demonstration latrines, built with local materials, were built for vulnerable households (e.g. households with elderly or with people with disabilities). The attendants were also trained to replicate the latrines at their households.

Hygiene promotion was conducted following the Participatory Hygiene and Sanitation Transformation (PHAST) methodology. SSRC volunteers were trained and equipped with IEC in each of the selected boma and conducted hygiene promotion campaigns through public meetings and door to door visits.

WASH in schools was assessed as not adequate and not following the SPHERE standards and IFRC minimum standards protection of gender and inclusion in emergencies. Six schools were selected for the rehabilitation of sanitation facilities, installing hand washing facilities and latrines. Child Hygiene and Sanitation Trainings were conducted to promote good hygiene and sanitation practices at school. Teachers were trained on the CHAST approach and trained in menstrual hygiene management. Hygiene clubs were established in each of the targeted schools. Menstrual hygiene kits, together with information on MHM, were provided to the female pupils.

The project also addressed waste management problems. Clean up campaigns were organised on a monthly basis by the branch volunteers in public places, such as health facilities and markets at the payam centres. The areas were also equipped with garbage collection drums and the population sensitised on solid waste management.

1. Increasing the Readiness of the SSRC at HQ and Maridi branch levels.

Since the Maridi Branch was only very recently established, the project also focused on increasing the readiness of the SSRC branch as well as its staff and volunteers.

To do so, the project equipped the branch with two motorbikes, bicycles and the installation of a satellite internet dish. The infrastructure was also supported with a connection to the water system,

the construction of latrines in Mambe unit, and the establishment of temporary storage space with a rub hall and a temporary hall made out of local materials.

All new volunteers also received the SSRC complete induction. Furthermore, Emergency Action Teams, previously established by the ICRC, were supported with refresher trainings (first aid, EWEA) and equipment such as boots, raincoats, vests and bags.

Moreover, the project provided support to test the contingency plan of the branch with Juba, to preposition 300 NFIs for any emergency and to train Community Disaster Response Teams in some communities.

3. Objectives of the Assessment

3.1. Objective and purpose

The objective is to carry out an end-line survey and an evaluation of the project, based on the Organisation for Economic Co-operation and Development Assistance Committee OECD/DAC criteria.

In detail:

- a) To make an overall independent assessment of the program achievements and to evaluate the strengths and weaknesses of the program in respect to the evaluation criteria (appropriateness, effectiveness, efficiency, impact and sustainability) against latest approved project objectives taking into account the realities on the ground;
- b) To inform SSRC, GRC, GFFO and other relevant stakeholders with sufficient and accurate information about the achievement of the program in the considered timeframe;
- c) The evaluation should also capture some of the lessons learned and generated recommendations for implementation and planning in case of future interventions.

3.2. Users of the Evaluation

Name of User	Objective
GFFO (donor)	Justification of funding
GRC	Justification of intervention, Lessons learned for future implementations
SSRC	Justification of intervention; Incorporating the Lessons and recommendations for the improvements and future implementation
Stakeholders	Accountability and Information
Community members (beneficiaries of project)	Accountability and Information

3.3. Expected outputs

The output of the exercise is a final evaluation report which both summarises and gives details of the evaluation, including analysis, lessons learned and recommendations for a possible follow-up project.

The consultant is expected to facilitate the evaluation with the project team as well as with other representatives of SSRC and GRC, and with other relevant external stakeholders. It is expected that the consultant presents a structure for the exercise in an inception report considering interviews, meetings and a validation workshop as major means of the process.

The evaluation process needs to be organized in such a way as to facilitate open and constructive dialogue with the intention of reaching a shared evaluation of the project. It is anticipated that bringing partners and stakeholders together in a workshop might be a useful mean to enable relevant reflection. The consultant/s will be expected to explain in detail to SSRC/GRC in an Inception Report how he/she/they propose to structure and execute the process in order to reach an informative, constructive and purposeful conclusion within the timeframe, as well as the methodology and tools that will be used.

The outputs will be divided into three steps:

Step 1 - Inception report:

An inception report offers the opportunity for the evaluator/s and SSRC/GRC to clarify the contract and the ToR after a first study of the existing project documentation and the available primary and secondary data. The inception report of the evaluator/s should be written in English and should not be longer than 5 pages. The evaluator/s will give feedback to SSRC/GRC about the ToR and their feasibility. This is the point where the evaluator/s, based on the information from the secondary data, can clarify open questions and possibly change the content or direction of the evaluation. The inception report should be delivered before the evaluation starts. It should contain:

- Background information / key data of the evaluation (project title, project data, commissioner of evaluation, contractors, ..)
- Suggestions for ToR amendments (if any)
- Status of the evaluation preparation (team, timetable, distribution of tasks)
- Evaluation design: chosen approach, methodology, participation, key stakeholders including representatives of all groups within the communities
- Tools for the implementation: materials, IT requirements
- A draft implementation plan for the evaluation

The inception report will be discussed between the GRC Project Delegate and the SSRC Project Manager and the consultant. Any changes to the ToR will be agreed by all parties.

Step 2 – Evaluation and validation workshop

After conducting the evaluation in the field, the consultant is expected to hold an “evaluation and validation workshop”. Representatives of stakeholders and the evaluator/s will come together in the evaluation workshop. The workshop will be organized in order to discuss and validate findings, lessons learned and recommendations proposed by the evaluator/s. Stakeholders might formulate

additional recommendations if necessary. The discussions from the workshop are expected to be included in the final evaluation report (step 3).

Possible content of an evaluation workshop:

- Presentation and discussion of the preliminary evaluation report
- Validation of lessons learned and recommendations by all stakeholders
- Collection of additional observations or recommendations

It is expected that the evaluator/s present a structure for the workshop as part of their inception report.

Step 3 – Final Evaluation report:

The final evaluation report should consider the validation of the stakeholders during the final workshop. The evaluation report should be written in English and delivered as the final step. It should include:

- Key data of the evaluation (from the inception report)
- Executive summary – a tightly drafted, to-the-point, free standing document (about 5 pages max) with the following, fixed structure:
 1. Short project description
 2. Key questions of the evaluation
 3. Key findings
(Structured along the OECD DAC criteria: Appropriateness / Effectiveness / Efficiency / Sustainability / Impact)
 4. Lessons learned
 5. Major recommendations (Mainly general recommendations)
- Introduction – with purpose of the evaluation, scope, key questions, short description of the project to be evaluated and relevant framework conditions.
- Evaluation design and methodology
- Key findings with regard to the questions pointed out in the ToR
- Conclusions based on evidence and analysis
- Recommendations as expected in the ToR, which are relevant and feasible and targeted to the respective audience
- Lessons learned, as generalizations of conclusions for a wider use
- Annexes (ToR, list of consulted persons/organisations, consulted documentation, literature, etc.)

The report can be extended by the evaluator/s by additional points if necessary.

The final evaluation report should consider the validation of the stakeholders during the final workshop. The draft report shall be presented by the consultant to SSRC/GRC for review and feedback after the validation workshop. SSRC and GRC will analyse the final report, especially the feasibility of the recommendations proposed by the evaluator/s.

The consultant will receive timely feedback from SSRC/GRC in order to complete the final version of the report.

3.4. Evaluation criteria and Questions:

The evaluation process should be based on the following OECD/DAC criteria:

a) **Appropriateness:**

- *To what extent were the objective and intended results of the project appropriate?*
- *Are the activities and outputs of the project consistent with the overall goal and the attainment of its objective/results?*
- *Are the activities and outputs of the project consistent with the intended impacts and effects?*
- *Are the outputs/outcomes consistent with the beneficiary actual needs?*

b) **Effectiveness**

(A measure of the extent to which an activity attains its objectives)

- *To what extent were the project objective and outcome achieved?*
- *What were the major factors influencing the achievement or non-achievement of the outcomes?*

c) **Efficiency**

(Efficiency measures the outputs – qualitative and quantitative – in relation to the inputs. It is an economic term which is used to assess the extent to which resources have been used to achieve the desired results).

- *Were activities cost-efficient?*
- *Were objectives achieved on time?*
- *Was the project implemented in the most efficient way compared to alternatives?*

d) **Impact**

(The positive and negative changes produced by an intervention, directly or indirectly, intended or unintended. This involves the main impacts and effects resulting from the activity on the local social, economic, environmental and other development indicators.

- *What has happened as a result of the project and why?*
- *What real difference has the intervention made to the beneficiaries?*
- *In how far has the intervention had influence on the resilience of the beneficiaries?*
- *What would have happened without the intervention?*

e) **Sustainability & Connectedness**

(Sustainability is concerned with measuring whether the benefits of activities are likely to continue after donor funding has been withdrawn. Connectedness refers to the need to ensure that activities in complex emergencies, natural disasters and acute needs are implemented in a way that assists and supports the resilience of affected people).

- *To what extent will the benefits of the project continue after donor funding ceased?*
- *In how far were activities linked/ connected to other actions and actors?*
- *Which measures were implemented to achieve sustainability?*

- *What were the major factors which influenced the achievement or non-achievement of sustainability of the project?*

4. Implementation and facilitation

Responsibilities and duties

SSRC/GRC will:

- Be responsible for all related logistics, bookings, payments for the evaluation process and its facilitation;
- Support the consultant with data collection and stakeholder coordination.
- Make available to the consultant the necessary project briefing materials and be available to respond to questions and requests for information made by the consultant;
- Support the consultant with the necessary materials and the personnel for documentation;
- Maintain full ownership, copyright and responsibility for publication.

The consultant will:

- Ensure that the consultant team is fully briefed and prepared at the start. They should be familiar with existing project documentation and data on which the analysis will be based;
- Develop a concept for the facilitation of the end line and evaluation process which will be captured in an inception report (see details above);
- Conduct activities that are likely to include meetings, development and finalization of assessment tools, stakeholders' interviews and workshops, data collection and data analysis;
- Anticipate the possible need for conflict management during the evaluation;
- Document the results in a report based on the findings and conclusions of the partners/stakeholders, the lessons learned, and recommendations arising from the evaluation process;
- Be responsible for determining the evaluation methodology, tools, schedule, content and materials required for meetings, interviews and workshop;
- Be responsible for leading and facilitating the evaluation process, and for writing the final report. The final report will be produced in draft form by the consultant for presentation to SSRC/GRC for review and feedback and shall be revised based on feedback received.

Timetable

Date	Task	Responsible person	Days/person
31.10 – 02.11	Analysis of existing project documents. Introductory online meetings with GRC/SSRC HQ staff	Consultant, SSRC/GRC	3
04.11.2022	Delivery of Inception Report for review and agreement of final ToR including methodology and content.	Consultant	2
06.11.2022	Arrival in Juba	Consultant	1
07.11.2022	Kick-off meetings and HQ Juba meetings	Consultant, SSRC/GRC	1
09.11 – 16.11	Implementation of evaluation in Maridi and Ibba (including 2 days of travel)	Consultant and SSRC/GRC project team	8
17.11.	Preparation of workshop	Consultant	1
18.11.	Workshop – discuss and validate findings, discussion of report	Consultant and SSRC/GRC project team	1
19.11.	Return Travel	Consultant	1
20.11 – 23.11.	Preliminary draft version of Final Report to be sent to SSRC/GRC for feedback on November 23 rd . SSRC/GRC to provide feedback to the consultant until November 30 st .	Consultant	4
01.12 – 05.12	Final discussion and revision of Final Report based on feedback. Final evaluation report to be submitted to SSRC/GRC by December 5 th .	Consultant and SSRC/GRC	5
	Total		27 days

5. Quality and ethical standards

The consultant should take all reasonable steps to ensure that the evaluation is designed and conducted to respect and protect the rights and welfare of people and the communities of which they are members, and to ensure that the evaluation is technically accurate, reliable, and legitimate, conducted in a transparent and impartial manner, and contributes to organisational learning and accountability. To this end, the exercise should be implemented according to standards of the IFRC for evaluations (see footnote¹). The information disclosed during the final evaluation process will be safeguarded, respecting existing data security rules, to protect the rights

¹ Utility (usefulness and used); Feasibility (realistic and cost efficient); Ethics and legality; Impartiality and independence (unbiased, taking into account all stakeholder views); Transparency; Accuracy (appropriate methods used for correct data collection and analysis); Participation (meaningful involvement of stakeholders if appropriate / feasible); Collaboration (with key stakeholders to improve ownership, legitimacy and utility).

of the individual. The consultant has no right to share or publish internal information coming up during the exercise.

6. Consultant Profile

The consultant should meet the following criteria:

Essential:

- Academic background (relevant bachelor's or master's degree as minimum) in relevant sector for this project;
- At least 10 years' experience in working in a humanitarian or development-oriented context;
- Practical experience in planning, monitoring & evaluation;
- Proven experience in data collection (both quantitative and qualitative methods) and participatory methods;
- Proven ability to design and facilitate evaluation processes and workshops with a range of different stakeholders and actors;
- Sound analytical skills;
- Excellent skills in written and spoken English, including the ability to produce informative, concise, coherent, and well-presented reports.

Preferable:

- Good working knowledge and experience of South Sudan;
- Knowledge/experience of the Red Cross/Red Crescent Movement;
- Familiarity with the work of the SSRC.
- Knowledge of local languages of Maridi and Ibba.

7. Evaluation Criteria

The decision for the award of contract will be determined via credit points divided by total price; ratio 50/50. Credit points will be added up through the following criteria:

- Proven experience in project evaluation, including collecting data in interviews, surveys and focus groups (40 %)
- Previous work with international organisations, NGOs or other non-profit/humanitarian organisations in the WaSH sector (30 %)
- Proven ability to undertake professional research using both quantitative and qualitative methods, including age-appropriate and participatory approaches of varying educational and literacy levels (20 %)
- University degree in WaSH, engineering or equivalent experience (10 %)

Applied Scoring system:

5 points:	Excellent
4 points:	Very good
3 points:	Good
2 points:	Sufficient
1 point:	Bad
0 points:	Insufficient

Payment schedule

- 30% upon signature of contract
- 70% upon GRC/SSRC acceptance of final evaluation report

8. Application procedure

Interested consultants should submit their technical and financial bid before August 10th 8pm CET to Charlotte Sophie Mayer at c.mayer@drk.de indicating in the email subject “**Application Final Evaluation in South Sudan**”.

The tender is handled via an open procedure.

- Curriculum Vitae;
- Letter of motivation summarising relevant experiences and qualifications for the consultancy;
- Technical proposal. The technical proposal should contain the following elements:
 - A chronogram for how the consultant proposes to complete all tasks (*please use the proposed timetable as outlined on page 11 – changes should be kept to an absolute minimum*).
 - A methodology for the exercise
- Financial proposal
 - Financial proposal should only have the following format:
daily fees + % of taxes = overall fees
 - Clearly indicating consultant’s fee/day; the daily fees must be inclusive of all costs (such as Covid testing, travel costs, insurance costs, as well as any other possible costs).
VAT needs to be clearly stated separately.
Interested consultants who are registered within the EU (but not in Germany) must not include VAT in their offer. The evaluation of the offer will consider the net-price plus the statutory VAT in Germany. Based on the “reverse-charge procedure”, GRC will pay respective statutory Valued Added Taxes in Germany.
Nevertheless, please indicate your VAT number with your offer.
 - The financial proposal needs to be in EUR
- An example of a previous comparable assignment/report;
- At least two organizations/person as references – contact person name, organization, position, email and mobile number with profession relation;
- The validity of your offer;
- Filled out declaration of conformity (see Annex).

Travel and accommodation within the country (to and from the field), as well as accommodation in the field will be organised and paid by the project team.

SSRC/GRC will not consider incomplete dossiers.

Tenderers must raise questions in writing by July 29th 2022 to the above-mentioned email address.

SSRC/GRC reserves the right to continue the further communication after submission of quotes via a combination of media (e.g. post, e-mail, phone).

SSRC/GRC may – but is not obliged to – ask each tenderer individually for clarification of its quote including breakdowns of prices etc. within a reasonable time limit to be determined by the evaluation committee.

9. Annex

- Declaration of Conformity
- Code of Conduct

Declaration of conformity

- according to procurement procedures for humanitarian actions -

The candidate

name/company

address

represented by

representative's name

address

assures that **none** of the following points apply:

- a) The candidate or company are bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are the subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations.
- b) The candidate has been convicted of an offence related to his professional conduct by a judgement which has the force of *res judicata*.
- c) The candidate has been guilty of grave professional misconduct proven by any means which the contracting authority can justify.
- d) The candidate has failed to fulfil obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which he is established, with those of the country of the contracting organisation or those of the country where the contract is to be carried out.
- e) The candidate has been the subject of a judgement that has the force of *res judicata* for fraud, corruption, involvement in a criminal organisation or any other illegal activity detrimental to the German Red Cross or European Union's financial interests.
- f) The candidate has been declared to be in serious breach of contract for failure to comply with his contractual obligations pursuant to another procurement procedure or grant award procedure financed by the German Red Cross or European Union's budget.

The Contractor shall respect environmental legislation applicable in the country where the services have to be rendered and internationally agreed core labour standards, e.g. the ILO core labour standards, conventions on freedom of association and collective bargaining, elimination of forced and compulsory labour, elimination of discrimination in respect of employment and occupation, and the abolition of child labour.

The candidate also guarantees access to the relevant financial and accounting files and documents as well as other project related information and company registration data for the purpose of financial checks and audits or due diligence testing conducted by

- the European Commission,
- the European Anti-Fraud Office (OLAF),
- the European Court of Auditors and
- by chartered accountants / consultants / auditors commissioned by the German Red Cross or the relevant donor.

Furthermore he confirms to work together with above mentioned parties when contacted directly. The refusal to share requested data and documents may lead to disqualification from tender processes and cancellation of closed contracts.

place, date

signature

RULES OF CONDUCT

for staff and volunteers of the German Red Cross on mission for

- **the INTERNATIONAL COMMITTEE OF THE RED CROSS (ICRC)**
- **the INTERNATIONAL FEDERATION OF RED CROSS AND RED CRES-
CENT SOCIETIES (FEDERATION)**
 - **the GERMAN RED CROSS (GRC)**

As staff and representatives of the German Red Cross, we are personally and collectively responsible for upholding and conforming with the highest standards of ethical and professional conduct. All staff and representatives of the GRC shall therefore, at all times and in all circumstances, refrain from acts of misconduct, and respect the Fundamental Principles of the Red Cross Movement and the dignity of those whom the Red Cross aims to assist.

The regulations outlined below apply to all delegates, their dependents accompanying them, local staff, volunteers and consultants deployed within the scope of a relief operation or programme or project of the above-mentioned organization. For convenience, all such persons will be referred to as “field personnel” for the purposes of this document. Field personnel going on mission with the ICRC or the Federation, as the case may be, will be requested to sign a binding Code of Conduct similar to these Rules. All field personnel is expected to behave accordingly, both on duty and in private, and to practise working methods that will build public confidence. Field personnel is expected to be available for action beyond usual working hours, particularly during emergencies. All field personnel must be permanently aware of the fact that any impropriety on their part may have negative consequences for many human beings.

The components of the Red Cross Movement often act in situations of war, internal disorder or other emergencies. Working in such circumstances can expose field personnel to physical danger that should not be underrated. All field personnel must therefore exercise moderation, keep a certain discipline and strictly follow the security rules established by the Red Cross organization in charge of current operation or programme.

Since the Red Cross is a purely humanitarian organisation, its credibility and acceptance among the international community depend essentially on the respect of the Fundamental Principles and the amount of trust which governments will put in these Principles. Red Cross field personnel on mission must therefore at all times and under all circumstances, whether on duty or not, refrain from saying or doing anything that might be perceived to violate the Fundamental Principles, particularly those of Impartiality and Neutrality.

Likewise, family members staying with field personnel in a country of assignment must not contravene the Fundamental Principles, particularly those of Impartiality and Neutrality, whether in word or deed.

The Fundamental Principles of the International Red Cross and Red Crescent Movement

unanimously adopted by the XXth International Red Cross Conference in Vienna, October 1965

Humanity

The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

Impartiality

It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

Neutrality

In order to enjoy the confidence of all, the Movement may not take sides in hostilities or engage in controversies of a political, racial, religious or ideological nature.

Independence

The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

Voluntary service

It is a voluntary relief movement not prompted in any manner by desire for gain.

Unity

There can be only one Red Cross or Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

Universality

The International Red Cross and Red Crescent Movement, in which all societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

The undersigned pledges himself / herself

1. to respect and promote the Fundamental Principles of the Red Cross and Red Crescent Movement (humanity, impartiality, neutrality, independence, voluntary service, unity and universality);

2. to pay due respect to the religious beliefs, customs and habits of the population of the country of assignment, and to conduct himself / herself accordingly;
3. to observe strictly the laws and regulations of the country of assignment, including those concerning security, illegal drugs, traffic rules and currency exchange. Delegates who knowingly contravene such laws and regulations cannot expect any support from the Red Cross.
4. to enquire on the rights and obligations deriving from the legal status of the relevant Red Cross delegation in the country of assignment and to observe strictly the corresponding obligations;
5. to respect and to promote respect for the emblems of the Red Cross and Red Crescent;
6. never to use or to have in his / her possession weapons or ammunition at any time;
7. to denounce sexual abuse and sexual harassment, unauthorised physical or psychic pressure, neglect or harassment by any delegate, particularly among beneficiaries, as gross misconduct. All forms of sexual activity with children (persons under the age of 18) are forbidden as a matter of principle, even where this would seem to be in line with local custom, and will cause immediate dismissal of the delegate concerned. Misestimation of a person's age will by no means protect a delegate from sanctions. Any exchange of money, employment, goods or services for sex, sexual favours or other forms of humiliating, degrading, compromising or exploitative behaviour are forbidden;
8. to dress in a manner appropriate to the assignment, avoiding any impression of military status and to refrain from wearing Red Cross and Red Crescent insignia when not on official duty (except a lapel pin) unless security regulations require otherwise
9. to abstain from undertaking any public, professional or commercial activities outside of those specified in the delegate's Job Description or Mission Instructions without permission from GRC HQs
10. to refuse, courteously but with determination, any financial or material gifts or promises of such gifts or other advantages (particularly of sexual nature) except for the token presents which are customarily offered;
11. not to commit the Red Cross financially unless officially authorized to do so
12. to administer the entrusted funds and relief supplies with precision and diligence and to be prepared to account for the use of funds and other resources at all times
13. to use working equipment provided by the GRC (eg. smartphones, laptops, etc.) exclusively for business purposes. Their private use is not allowed;
14. to keep GRC HQs, the Federation or the ICRC informed of his/her activities and movements at all times, and not to leave the country of assignment or to take local leave without having obtained formal permission
15. to be prepared, should the circumstances require, for transfer to another Red Cross assignment, subject to its compatibility with his/her qualifications

16. to return, at the conclusion of the mission, all Red Cross material and equipment including identity cards and insignia of the Red Cross issued to him/her unless agreed otherwise
17. to observe discretion during the assignment and in relation to anything he/she may witness when carrying it out, including during the period following the assignment;
18. to avoid making references to political and military situations in the country or region of assignment in official or private communications, such as conversations, telephone calls, radio messages, letters, telefaxes or e-mails unless authorised to do so;
19. to refrain from sharing any information with the media, delivering lectures, giving interviews, handing out or publishing written reports or research findings resulting from a mission or handing out photos, slides, films or other electronic data carriers related to a mission without having a general or specific authorization of GRC HQs to do so (cf. Mission Instructions). This applies during the period following the assignment, too;
20. to follow the instructions of the Head of Delegation and GRC HQs, particularly when security is concerned. If a delegate or an accompanying family member fails to observe the above rules, the Head of Delegation will have the authority to arrange for an immediate repatriation of the person concerned.

Disciplinary procedures

In the event of any violation of these Rules of Conduct, the staff member shall be informed in writing of the allegation(s) made against him/her and shall be given appropriate time to respond to such charges (normally ten (10) working days in the case of misconduct, but an extension of these terms may be agreed if appropriate). The human resources department of GRC HQs may take appropriate disciplinary decisions upon receipt of the staff member's comments.

Delegates who are accompanied by family members are fully responsible for their acts during his/her mission. All accompanying family members must sign the Rules of Conduct (except for children under 14 years of age). If a family member violates the Rules of Conduct, GRC HQs has the right to order the family member's repatriation and to hold the delegate responsible.

GRC HQs reserve the right to claim reasonable compensation for damages and costs arising from any violation of the Rules of Conduct. This includes the costs of a return journey to Germany or any other place of residence. Such steps taken under these disciplinary procedures will not preclude further administrative and legal action.

If field personnel develops suspicions regarding violations of the Rules of Conduct, they have the duty to report such suspicions through the proper channels or, if this is considered inappropriate, directly to the persons in charge at GRC HQs.