



**GRC Terms of Reference (ToR)
for Assessment/Developing a Long-term DRM Capacity
Building Programme
for Social Structure Funding (Sozialstrukturförderung,
BMZ)**

for South Sudan

Working title:

“Strengthening of institutional structures for community-based Disaster Risk Management (DRM)
and Resilience Enhancement”

German Red Cross

Contact Person: Diego Manzana, Head of Office, GRC Juba

Charlotte Sophie Mayer, Country Manager South Sudan,
GRC HQ Berlin

Content

Abbreviations	3
1. Introduction and Context to South Sudan	4
2. Background.....	6
3. Objectives and expected Output.....	7
4. Implementation	8
5. Quality and ethical standards.....	9
6. Consultant Profile	10
7. Evaluation Criteria:	10
8. Application procedure	10
9. Annexes.....	11

Abbreviations

BMZ	Federal Ministry for Economic Cooperation and Development
BOCA	Branch Organisational Capacity Assessment
CCA	Climate Change Adaptation
DRR	Disaster Risk Reduction
FbF	Forecast-based Financing
GRC	German Red Cross
HNS	Host National Society (SSRC in this case)
HQ	Headquarter
ICRC	International Committee of the Red Cross
IFRC	International Federation of Red Cross and Red Crescent Societies
NSD	National Society Development
PNS	Partner National Societies
SSF	Sozial Strukturförderung/Social Structure Funding (BMZ)
SSRC	South Sudan Red Cross
ToR	Terms of Reference

1. Introduction and Context to South Sudan

1.1 General situation in the country

Since its independence in 2011, South Sudan has witnessed intermittent civil war and widespread communal and localized violence. Sources vary, but it is estimated that between 1.6¹ and 2.2 million (UNHCR)² people are currently displaced within and outside of the country. The implementation of the Revitalized Peace Agreement (signed in February 2020), despite its slow pace, is expected to attract currently displaced people back to their ancestral areas (returnees), a process that already started. The conflict has left the already limited infrastructure heavily damaged, obstructed the state's ability to provide essential services, and disrupted or destroyed livelihoods. **92% of the population suffer from multi-dimensional poverty**; 74% live in severe poverty; and an estimated 80% live below the absolute poverty line, being highest in rural areas and among female-headed households. **7.5 million people (64%) are in need of humanitarian assistance**³ with food insecurity being the number one priority sector.

According to a study published by the Erasmus University Rotterdam, South Sudan is also a country prone to multiple hazards. The most common hazards are floodings and droughts, having been hit by flooding for the third consecutive year. The country also faces regular bushfires, cholera and malaria outbreaks. These natural events have turned from hazards into disasters, as the people of South Sudan are especially vulnerable.

It is expected that natural hazards will continue to increase in magnitude and frequency over the next years. The need to be prepared and adapt to change is high, for both the population of South Sudan, but also humanitarian actors in the country. In addition, with the government of South Sudan currently being in a transitional phase, they are actively approaching humanitarian and development actors to become active in the area of DRR to be able to respond to these kinds of crises.

1.2 South Sudan Red Cross

The South Sudan Red Cross was officially established with the country's independence in 2011. Before that, SSRC was part of the Sudan Red Crescent Society, with a regional Country Office in Juba. Since its official formation in 2011, SSRC has become an important and trusted humanitarian organisation in the country.

There are currently 11 Red Cross/Red Crescent Partners in the country. IFRC has been supporting the HNS with the writing of an NSD Plan (national society development). BOCA (branch organisational capacity assessment) have been carried out in all branches, with further NSD assessments to follow in 2022. SSRC is currently in the process of approving its new "strategic paper" for the following years, covering 2022 up to 2026. Strategic thematic areas have been identified as WASH, Health, DM and Protection. **As part of their long-term strategy, SSRC wants to invest in DRM capacities and measures to prepare, mitigate and respond to the increasing numbers of hazards.** While SSRC has long-standing experience responding to crisis and immediate humanitarian

¹ IOM, Displacement Tracking Matrix Round 8, June 2020

² UNHCR, Regional Overview of the South Sudanese refugee population, 31 October 2020

³ OCHA, Humanitarian Needs Overview South Sudan 2020

GRC – Team International Cooperation

needs, there is need to strengthen capacities of the National Society and its volunteers to prepare, prevent/mitigate and reduce the risk of multiple hazards and risks in communities.

The government of South Sudan has also actively sought support from SSRC to respond to sudden-onset disasters, yet policies and national frameworks are not in place to determine SSRC's role or to provide clear plan in case of emergency or funding.

SSRC has been actively investing in the expansion of branches to increase the access to vulnerable populations across the country. While SSRC has vast experience in **responding** to crisis and disasters, some branches having gained expertise in VCA, community-based resilience and community early warning systems that can still be further enhanced. Some of these branches require support in their structural development to affectively implement community-based DRM programmes, this can include trainings for branch staff and volunteers in DRR (including VCA or initiatives to increase local fundraising for the implementation of activities and programmes).

1.3. GRC-funded projects in South Sudan

Title	Project Location	Project Budget	Sectors	Project Duration	Donor
<i>“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”</i>	Maridi, Ibba (West Equatoria)	1.400.000	WASH, Readiness	2020 – 2022	Federal Foreign Office Germany
<i>“Strengthening Food Security, Resilience and Peaceful Coexistence through Livelihood Opportunities for Women and Youth Groups in Western Equatoria, South Sudan”</i>	Maridi, Yambio, Ezo, Ibba (West Equatoria)	2.470.000	FSL mostly; Social cohesion, rehabilitation	2021 - 2025	BMZ – Transitional Aid

The German Red Cross currently supports SSRC with the implementation of two projects. Both projects are based in Western Equatoria, supporting two branches (Yambio and Maridi). One project is financed by the German Federal Foreign Office, providing emergency WASH support to communities in Ibba and Maridi. Additional PER (preparedness for effective response) activities for the Maridi branch are also part of this intervention.

The second project is financed by the BMZ and is considered a “transitional aid” project – combining both emergency and development activities and focusing on resilience building and rehabilitation of communities. This project has a duration from 2021 until 2025 and is one of the first projects to focus on providing long-term livelihood opportunities to communities in Western Equatoria.

With the funding made available by the BMZ, GRC hopes to support SSRC in strengthening its core mandate – to be able to prepare/prevent/mitigate and respond to multi hazards and risks, by investing in institutional structures for community-based DRM/DRR of its staff and

GRC – Team International Cooperation

volunteers. It also aims at strengthening the role and mandate of SSRC within the national DRM framework in South Sudan.

2. Background

"Social Structure Assistance" (Sozialstrukturförderung - SSF) is a funding instrument created by the German Ministry of Economic Development and Cooperation (BMZ) to build-up/ strengthen and develop functioning civil-society structures.

The objective of such projects is to strengthen civil society structures working for the benefit of vulnerable populations on key development issues, i.e. creating framework conditions within the civil society and within administrative and governmental departments relevant for the specific sector.

Social Structure Assistance projects are usually divided into three phases, each phase lasting up to 3 years. Socio-structural promotion projects are methodologically based on three levels of development intervention (macro, meso and micro level), which are interwoven both conceptually and in practical implementation.

- **The macro level** is the (usually national) systemic or societal level at which the long-term impacts of the projects take effect (e. g. improvement of the political, legal, budgetary framework conditions in the funding area).
- **The meso level** is the level of organizations, institutions and networks that are to be strengthened in their capacities.
- In this context, **the micro level** is understood to mean the local unit or direct target group (community level); particularly on this level measures with a model character can be promoted. Activities on this "level" are to be understood as "piloting" activities to link it to newly acquired skills and knowledge (meso level).

In order to achieve these goals, appropriate institutions / facilities and structures are to be set up. Particular attention is paid to the special features of the respective partner country and to promoting the partner country's own initiative.

In principle, the grant funds can only be used to finance:

- Advisory measures
- Institution building and expansion
- Educational measures
- Application-oriented research measures
- Preparatory, accompanying/monitoring, evaluating and follow-up measures
- Material resources
- Publications and means of communication
- Personnel and material administrative expenditures caused by the project, both abroad (e.g. rent, running costs) and proportionately in Germany

3. Objectives and expected Output

3.1 Objectives

The objective of this consultancy is to (a) assess the possibilities for an SSF project in South Sudan with the South Sudan Red Cross, **focusing specifically on DRM/DRR** (b) hold a workshop with the national society and GRC to discuss findings from the assessment and jointly evaluate possibilities for SSF; (c) develop a good and elaborated concept note for the first phase, for submission to BMZ, following the donor's template, (d) develop a broad vision for all phases of the project focussing on mid and long term impact on all three levels.

3.2 Expected Output

The consultant is expected to deliver the following:

Step 1: In-country Assessment of SSF possibilities

The first step of this consultancy is to do an in-depth assessment in South Sudan – focusing on the national society, its current strategic goals and experiences in engaging communities, strengths, weaknesses, and institutional/capacity building needs. The National Society has already identified DRR as an area of interest, the assessment and consultancy will therefore focus specifically on this area. The objective of the assessment is to identify capacity building needs for a possible SSF programme, which could span over 3 phases and 9 years. It should be linked to needs on community level, service delivery of the HNS and linkages to the macro level. Field visits to local branches, exchanges with other humanitarian organisations as well as other PNS in the country are also encouraged.

This assessment should be done in cooperation with the HNS and other PNS and take into account previous and ongoing National Society Development initiatives (NSD plan, BOCAC, PER etc.)

Step 2: In-country workshop/debrief with GRC and SSRC

After the assessment in the field and on HQ level, the consultant is expected to hold a workshop with the HNS, GRC (and potentially IFRC/others) to present findings and to jointly identify priority areas for capacity building and potential needs and strategies. At the end of the South Sudan visit, the consultant is expected to submit a report on assessment findings and ideas for the concept note and the long-term strategy.

Step 3: Lay out long-term strategy for SSF

Together with the assessment from step 1, and the workshop from step 2, step 3 should lay out a potential 9-year programme and its objectives for the individual phases; one phase building on achieved goals from the phase before. The consultant is expected to develop a sharp, to-the-point, paper laying out potential activities and indicators for each phase. It should also explain how each phase contributes to the next phase.

GRC – Team International Cooperation

Step 4: Development of BMZ SSF concept note to be submitted to the donor

Based on step 1 and 2, the consultant is expected to write the concept note for submission to the BMZ until March 20th, 2022, latest. The concept note is to be written in English, following the formats by the BMZ.

3.3. Process & Methodology

A detailed desk study of the funding instrument of SSF as well SSRC's strategic papers and NSD plans are essential before the travel to South Sudan. Upon arrival, the consultant is expected to visit SSRC branches, hold discussions with SSRC Senior Management and other identified SSRC personnel, as well as GRC HQ and Juba personnel. In addition, the consultant should also consider other Movement Partners and their ongoing plans and activities to ensure complementarity. The consultant is expected to hold a workshop with SSRC and GRC to determine a possible long-term strategy for SSF. The methodology for holding the workshop is to be determined by the consultant.

4. Implementation

4.1 Responsibilities and tasks

GRC

The consultant will be supported with the necessary working material and documentation. The consultant has to confirm receipt of these guidelines and compliance (waiver of liability and acknowledgement of receipt). GRC will also establish contact with relevant SSRC staff and stakeholders.

SSRC

SSRC will support the consultant with information and staff to support the exercise and for translation from/to the local language if needed. SSRC will equally support the logistics with personal and project vehicles, following the security regulations.

Consultant

The consultant is responsible for methodology and all organisational issues related to the process. He/she will coordinate all necessary measures leading to the expected outputs.

The major tasks are:

- Review and analysis of relevant documents
- Carry out initial telephone / skype briefings with GRC HQ and Juba staff
- Travel to South Sudan, assessment in the field
- Interviews with most important and relevant stakeholders in South Sudan such as SSRC HQ staff, other PNS
- Hold workshop with SSRC, GRC and potentially other PNS (the consultant is to plan and determine methodology of workshop)
- Submit elaborated concept note for the first phase

GRC – Team International Cooperation

- Submit brief long-term strategy for the full length of potential SSF project as Annex to the concept note
- Collect feedback on draft concept note from GRC and SSRC
- Adaptation of documents based on feedback from SSRC and GRC in country and HQ
- Development of all necessary annexes

You will be assisted during your mission by the respective Country Manager at GRC HQ level and the GRC / SSRC team in South Sudan.

4.2 Proposed Timetable

Date	Task	Responsible person	Estimated days
February 1 – 2	Desk study of Documents, remote calls with GRC HQ & Juba & Preparation of Tools	Consultant	2
February 3	Travel to Juba	Consultant	1
February 4 – 18	Discussion with SSRC HQ, PNS, GRC and visit to possible branches	GRC HQ and Juba team, SSRC	14
February 18 – 20	Preparation for Workshop	Consultant & support staff	3
February 21	Workshop	Consultant, GRC, SSRC	1
February 22 – 23	Debriefing & Final discussion with GRC and SSRC Management	Consultant, GRC, SSRC	2
February 24	Return Travel	Consultant	1
February 25 – March 8	Writing of Concept Note for first phase, as well as plan/strategy for a possible 9-year SSF programme. Submission of both papers by March 9 th .	Consultant	12
March 9 - 16	Commenting on draft documents by GRC/SSRC until March 16 th latest. To be sent back to consultant for revision.	GRC, SSRC	0
March 17 – 20	Revision/Finalisation of Concept Note. To be submitted to SSD Country Manager by March 20, 10 pm CET.	Consultant	4
	Total		40

5. Quality and ethical standards

The consultant should take all reasonable steps to ensure that the services are designed and conducted to respect and protect the rights and welfare of participants and that it is legitimate, conducted in a transparent and impartial manner. Therefore, the exercise should be implemented adhering to standards of the IFRC, which are used in evaluations but apply equally to all other types of exercises with beneficiaries (See footnote⁴). The information revealed during the exercise has to

⁴ 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).

GRC – Team International Cooperation

be safeguarded, respecting existing data security rules, to protect the rights of the individual. The consultant has no right to share or publish internal information coming up during the exercise.

6. Consultant Profile

Obligatory:

- Technical experience in the field of DRR, Disaster Risk Management and Institutional Preparedness
- In-depth understanding of and proven experience in integrated programming, community-based approaches, and their mainstreaming (incl. Climate Change Adaptation)
- Profound experience in developing capacity building programming, as well as experience in strategic and institutional development
- Solid and proven ability to write high standard concept notes and proposals
- Proven ability to develop and carry out workshops
- High proficiency in spoken and written English

Preferable

- Expertise in analysing opportunities for strengthening civil society organisations/capacity building and developing long-term programming
- Experience with the donor – BMZ (specifically the instrument of SSF)
- Knowledge and experience of working in South Sudan
- Knowledge/experience of the Red Cross/Red Crescent Movement and its tools/approaches (NSD, PER etc.)

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:

- Knowledge and expertise in developing long-term DRR programmes for aid organisations (40 %)
- Proven ability to develop and carry out assessments (30 %)
- Experience in working in developing countries in either capacity building programming or working with national partner organisations (20 %)
- Proven record of BMZ/SSF proposals (10 %)

8. Application procedure

Interested consultants should submit their dossier by **9 January 2022, 8pm CET** to Charlotte Sophie Mayer via email (c.mayer@drk.de), stating “Application for SSF Consultancy in South Sudan”. The dossier is to be submitted in English.

The tender is handled via an open procedure.

- Curriculum Vitae
- Letter of motivation summarising relevant experiences and qualifications for the consultancy
- Technical proposal

GRC – Team International Cooperation

The technical proposal should contain the following elements:

- A chronogram for how the consultant proposes to complete all tasks
- A methodology for the exercise
- Financial proposal:
 - Financial proposal should consist of daily fees and applicable taxes
 - Daily fees + % of taxes = overall fees
 - Daily fees need to be inclusive of international travel, insurance and visa costs, as well as any other costs that might incur for this consultancy
 - GRC/SSRC will facilitate and cover the consultant's accommodation and travel costs within South Sudan.
- Filled out declaration of conformity (see Annex A)
- An example of a previous comparable work
- At least two reference persons

GRC will not consider incomplete dossiers.

Tenderers must raise questions in writing by December 22nd to the above-mentioned email address.

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

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.

Payment schedule (upon receiving invoice from consultant):

- 30% upon signature of contract
- 30% upon finalisation of workshop
- 40% upon GRC approval of finalised BMZ concept note

9. Annexes

A – Declaration of conformity

B – 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.