



**GRC Terms of Reference (ToR)  
for Mid-term Lessons-Learned Review and Workshop  
and developing a follow-up Concept Note for a Capacity  
Building Programme, focusing on providing food  
security assistance to refugees in Uganda**

**Working title:**

“Increasing the importance and capacity of the Uganda Red Cross Society (URCS) as a national aid organisation supporting the refugee response in Northern Uganda – Phase II”

**German Red Cross**

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## Abbreviations

BMZ	Federal Ministry for Economic Cooperation and Development
FSL	Food Security and Livelihood
GRC	German Red Cross
HNS	Host National Society (URCS 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)
URCS	Uganda Red Cross Society
ToR	Terms of Reference

## 1. Introduction and Context Uganda

### 1.1 General situation in the country

Uganda remains Africa’s leading refugee-hosting country, and the influx of people fleeing violence in their home countries of South Sudan and DRC remains the biggest humanitarian challenge facing Uganda. The refugee population in Uganda currently stands at 1.57m<sup>1</sup>, a number that is likely to increase further in 2022 and the years to come. Most of the refugees are women and young children.

Uganda is following the CRRF approach (“comprehensive refugee response framework”). CRRF is an inclusive approach, granting refugees freedom of movement, the right to work, to establish businesses and to access public services such as education and health services. This “open-door policy” is recognised as one of the most progressive in the world. However, there are critical funding shortages, services are overwhelmed, and the humanitarian needs remain enormous. Huge numbers of refugee and host communities still lack basic commodities.

Palorinya camp currently hosts 127.465 refugees<sup>2</sup>, a number which is steadily increasing. Palorinya lacks sufficient access to health, water and is affected by increasing food insecurity.

### 1.2 Uganda Red Cross Society

Uganda Red Cross Society (URCS) is the biggest humanitarian organisation in Uganda. It currently holds 51 branches and several sub-branches, making its outreach cover almost the entire country.

The URCS has over 350,000 registered members with one and half million beneficiaries of its interventions. As a member of the International Red Cross and Red Crescent Movement comprising the International Federation and the International Committee of the Red Cross (ICRC), URCS works with a number of partners in the execution of its mission. These include the Government of Uganda, Corporate bodies, United Nations Agencies, NGOs and participating Sister Red Cross National Societies. Over the years, URCS has witnessed an increase in the number of partners and partnerships not only nationally but internationally including private and civil society organizations. The number of communities served by URCS has also tremendously increased, as well as the scope of activities.

### 1.3. GRC-funded projects in Uganda

Title	Project Location	Project Budget	Sectors	Project Duration	Donor
<i>“Community-based WASH and Health Assistance to South Sudanese refugees and host communities in West Nile, Uganda and strengthening of URCS epidemic preparedness”</i>	West Nile, Palorinya settlements	1.620.000 EUR	WaSH, Health	01.01.2023 – 31.12.2025	German Federal Foreign Office and German Red Cross

<sup>1</sup> UNHCR statistics as of 14/02/2022: <https://data2.unhcr.org/en/country/uga>

<sup>2</sup> Palorinya Refugee Statistic – April 2022 <https://data.unhcr.org/en/documents/download/92960>

<i>Increasing the importance and capacity of the Uganda Red Cross Society (URCS) as a national aid organisation supporting the refugee response in Northern Uganda – Phase II</i>	West Nile, Palorinya settlements	1.250.000 EUR	Capacity Building (FSL)	01.01.2021 – 31.12.2023	BMZ – SSF and German Red Cross
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The German Red Cross currently supports URCS with the implementation of two projects. Both projects are based in West Nile, supporting two branches (Moyo and Yumbe). One project is financed by the German Federal Foreign Office, providing emergency WASH and Health support to communities in Palorinya refugee and host communities.

**The second project is financed by the BMZ instrument “social structure assistance” – a capacity building project, focusing on increasing URCS’s capacities as a national aid organisation to provide refugee support services. The main sectorial focus is on FSL (Food Security and Livelihood). This project has a duration from 2021 until 2023 and is the second phase of a potential 3-phase-programme (each phase lasting three years). This consultancy shall serve to conduct an internal lessons learned workshop on Phase II and developing a concept note for a potential third phase.**

With the funding made available by the BMZ for a potential third phase, GRC hopes to finalise a 9-year-capacity building programme, to support URCS in strengthening its core mandate – to be able to respond to the needs of refugee (and host) communities, by investing in institutional structures of its staff and volunteers. It also aims at strengthening the role and mandate of URCS within the national framework for national aid societies in Uganda.

## 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.

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- 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) review the current project's achievements; b) conduct a “lessons-learned” workshop; c) to discuss and elaborate the possibilities for a potential third phase of an SSF project in Uganda with the Uganda Red Cross Society, **focusing on providing assistance to refugees (specifically in FSL)** and developing a concept note for the third phase, for submission to BMZ, following the donor's template.

At the beginning of the consultancy, the consultant is expected to travel to the field locations to get an understanding of the work of the local branches and the needs of the refugee communities. This will provide an important basis for the “lessons-learned” workshop, which will allow the project team and URCS Headquarters (Senior Management) to analyse the current phase, its achievements, challenges and still outstanding goals. This session should focus in particular on mapping out or “filling in” what has been described as the “missing middle” between what the project was set out to do (its activities) and how these lead to desired goals being achieved. It does this by first identifying the desired long-term goals of URCS and then works back from these to identify all the conditions (outcomes) that must be in place (and how these related to one another causally) for the goals to occur.

The lessons-learned workshop should also include a draft idea on a possible third and last phase (additional three years), to discuss a way forward and to reflect on how SSF can contribute to the plan for URCS as a whole. The draft concept note for the third phase will be submitted to the donor.

### 3.2 Expected Output

The consultant is expected to deliver the following:

#### **Step 1: In-country review of current SSF phase**

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The first step of this consultancy is to do a brief assessment in Uganda – focusing on the current second phase, the national society, its current strategic goals and experiences in engaging communities, strengths, weaknesses, and institutional/capacity building needs for a final phase. Brief field visits to local branches, exchanges with other humanitarian organisations as well as other PNS in the country are also encouraged.

The first and second phases have focused on two branches in West Nile, as well as URCS HQ in Kampala. The main objective was to strengthen URCS in its endeavors to provide support to refugee communities, particularly in the sector of FSL. The objective of the assessment is to identify the achievements of the first two phases as well as discuss gaps and challenges. This will also include the discussion and assessment of outstanding capacity building needs for a potential third phase.

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

### **Step 2: In-country “lessons learned” workshop**

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). The Lessons-learned workshop should a) discuss lessons-learned from the current phase and b) provide an analysis of the project achievements vs plan for the current phase. At the end of the Uganda visit, the consultant is expected to submit a report on the outcome of the workshop.

### **Step 3: 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 a potential third phase, to be submitted to the BMZ. The third phase is expected to run from 2024 until 2026. It should be linked to needs on community level, service delivery of the HNS and linkages to the macro level. The concept note is to be written in English, following the formats by the BMZ. The concept note consists of a narrative outline with a simple impact matrix.

### **3.3. Process & Methodology**

A detailed desk study of the funding instrument of SSF as well as the first and second phase of the SSF programme in Uganda are essential before the travel to Uganda. Other important documents (such as URCS’s strategic papers and NSD plans) will also be provided to the consultant. Before departure, the consultant is expected to share details on the assessment tools with the GRC/URCS team. Upon arrival in Uganda, the consultant is expected to visit the two URCS branches which are currently implementing the SSF project. Furthermore, the consultant is expected to hold discussions with URCS Senior Management, URCS branch and other identified URCS personnel, as well as GRC HQ and Kampala staff. 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 lessons-learned workshop on phase 2 and combine it with sessions on brainstorming for a potential third phase. 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 URCS staff and stakeholders.

#### **URCS**

URCS will support the consultant with information and staff to support the exercise and for translation from/to the local language if needed. URCS 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 Kampala staff
- Travel to Uganda, assessment in the field
- Interviews with most important and relevant stakeholders in Uganda such as URCS HQ staff, other PNS
- Hold workshop with URCS, GRC and potentially other PNS (the consultant is to plan and determine methodology of workshop)
- Submit elaborated concept note for the third phase
- Collect feedback on draft concept note from GRC and URCS
- Adaptation of documents based on feedback from URCS 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 / URCS team in Uganda.



## 4.2 Proposed Timetable

The proposed timetable stretches from February 1<sup>st</sup> until March 3<sup>rd</sup>, 2023. **The total number of days calculated for this consultancy is 22 full days.**

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Days
		Desk Study; Prep of tools; virtual meetings <b>1</b>	Desk Study; Prep of tools; virtual meetings <b>2</b>	Desk Study; Prep of tools; virtual meetings <b>3</b>	<b>4</b>	Arrival in Uganda <b>5</b>	<b>4</b>
Kampala HQ Meetings <b>6</b>	Kampala HQ Meetings <b>7</b>	Travel North/Field <b>8</b>	Field <b>9</b>	Field <b>10</b>	Field <b>11</b>	Travel to Kampala <b>12</b>	<b>7</b>
Workshop preparation <b>13</b>	Workshop <b>14</b>	Final meetings <b>15</b>	Departure Uganda <b>16</b>	Write-up of workshop report and Concept Note <b>17</b>	Write-up of workshop report and Concept Note <b>18</b>	Write-up of workshop report and Concept Note <b>19</b>	<b>7</b>
Write-up of workshop report and Concept Note <b>20</b>	Draft submission to GRC by COB <b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>	<b>25</b>	<b>26</b>	<b>2</b>
<b>27</b>	<b>28</b>	GRC sends feedback to consultant by COB <b>1</b>	Revision of Concept Note <b>2</b>	Final submission to GRC by COB <b>3</b>			<b>2</b>

## 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 footnote<sup>3</sup>). The information revealed during the exercise has to

<sup>3</sup> 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).

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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 Food Security and Livelihood, refugee response and Institutional Preparedness
- 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 Uganda
- 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 refugees response programmes for aid organisations in the sector of FSL (40 %)
- Proven ability to carry out participatory workshops (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 **December 9<sup>th</sup> 2022, 8pm CET** to Charlotte Sophie Mayer via email ([c.mayer@drk.de](mailto:c.mayer@drk.de)), stating “Application for SSF Consultancy in Uganda”. 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

The technical proposal should contain the following elements:

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- A chronogram for how the consultant proposes to complete all tasks (*please use the proposed timetable as outlined on page 9 – changes should be kept to an absolute minimum*).
- A methodology for the exercise
- Financial proposal:
  - Financial proposal should consist of daily fees and applicable taxes  
Daily fees + % of taxes = overall fees

Please do not include a breakdown of prices, the financial overview should only state the daily fees and applicable taxes.  
VAT needs to be clearly stated separately.

  - The offer should be in EUR.
  - Daily fees need to be inclusive of international travel, Covid testing, insurance and visa costs, as well as any other costs that might incur for this consultancy
  - GRC/URCS will facilitate and cover the consultant's accommodation and travel costs within Uganda
  - GRC/URCS will facilitate numerators and translators (if necessary)
  - **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/taxpayer ID with your offer.**
- Filled out declaration of conformity (see Annex A)
- An example of a previous comparable work
- At least two reference persons
- Validity of your offer needs to be a minimum of 60 days.

GRC will not consider incomplete dossiers.

Tenderers must raise questions in writing by December 2<sup>nd</sup> 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):

- 40%        upon signature of contract
- 60%        upon GRC approval of finalised report and concept note

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## **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 XX<sup>th</sup> 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.