

# Community Initiative for Partnership and Development (CIPAD)



## SAFEGUARDING POLICIES MANUAL

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# 1. Safeguarding Policy

## Purpose

The purpose of this policy is to protect people, particularly children, at risk adults and beneficiaries of assistance, from any harm that may be caused due to their coming into contact with Community Initiative for Partnership and Development (CIPAD). This includes harm arising from:

- The conduct of staff or personnel associated with Community Initiative for Partnership and Development (CIPAD)
- The design and implementation of Community Initiative for Partnership and Development (CIPAD)’s programmes and activities

The policy lays out the commitments made by Community Initiative for Partnership and Development (CIPAD), and informs staff and associated personnel of their responsibilities in relation to safeguarding.

This policy does not cover:

- Sexual harassment in the workplace – this is dealt with under Community Initiative for Partnership and Development (CIPAD)’s Anti Bullying and Harassment Policy.
- Safeguarding concerns in the wider community not perpetrated by Community Initiative for Partnership and Development (CIPAD) or associated personnel

## Safeguarding

Safeguarding means protecting people, including children and at-risk adults, from harm that arises from coming into contact with our staff or programs. Further definitions relating to safeguarding are provided in the glossary below.

## Scope

- All staff contracted by Community Initiative for Partnership and Development (CIPAD)

- Associated personnel whilst engaged with work or visits related to Community Initiative for Partnership and Development (CIPAD), including but not limited to the following: consultants; volunteers; contractors; programme visitors including journalists, and government officials.

## Policy Statement

Community Initiative for Partnership and Development (CIPAD) believes that everyone we come into contact with, regardless of age, gender identity, disability, sexual orientation or ethnic origin has the right to be protected from all forms of harm, abuse, neglect and exploitation. Community Initiative for Partnership and Development (CIPAD) will not tolerate abuse and exploitation by staff or associated personnel.

This policy will address the following areas of safeguarding [as appropriate]: child safeguarding, adult safeguarding, and protection from sexual exploitation and abuse. These key areas of safeguarding may have different policies and procedures associated with them.

Community Initiative for Partnership and Development (CIPAD) commits to addressing safeguarding throughout its work, through the three pillars of prevention, reporting and response.

## Prevention

### Community Initiative for Partnership and Development (CIPAD) responsibilities:

Community Initiative for Partnership and Development (CIPAD) will:

- Ensure all staff have access to, are familiar with, and know their responsibilities within this policy
- Design and undertake all its programmes and activities in a way that protects people from any risk of harm that may arise from their coming into contact with Community Initiative for Partnership and Development (CIPAD). This includes the way in which information about individuals in our programmes is gathered and communicated
- Implement stringent safeguarding procedures when recruiting, managing and deploying staff and associated personnel
- Ensure staff receive training on safeguarding at a level commensurate with their role in the organization
- Follow up on reports of safeguarding concerns promptly and according to due process

## Staff responsibilities:

### Child safeguarding

Community Initiative for Partnership and Development (CIPAD) staff and associated personnel must not:

- Engage in sexual activity with anyone under the age of 18
- Sexually abuse or exploit children
- Subject a child to physical, emotional or psychological abuse, or neglect
- Engage in any commercially exploitative activities with children including child labour or trafficking

### Adult safeguarding

Community Initiative for Partnership and Development (CIPAD) staff and associated personnel must not:

- Sexually abuse or exploit at risk adults
- Subject an at-risk adult to physical, emotional or psychological abuse, or neglect

### Protection from sexual exploitation and abuse

Community Initiative for Partnership and Development (CIPAD) staff and associated personnel must not:

- Exchange money, employment, goods or services for sexual activity. This includes any exchange of assistance that is due to beneficiaries of assistance

- Engage in any sexual relationships with beneficiaries of assistance, since they are based on inherently unequal power dynamics

Additionally, Community Initiative for Partnership and Development (CIPAD) staff and associated personnel are obliged to:

- Contribute to creating and maintaining an environment that prevents safeguarding violations and promotes the implementation of the Safeguarding Policy
- Report any concerns or suspicions regarding safeguarding violations by Community Initiative for Partnership and Development (CIPAD) staff member or associated personnel to the appropriate staff member

## **Enabling reports**

Community Initiative for Partnership and Development (CIPAD) will ensure that safe, appropriate, accessible means of reporting safeguarding concerns are made available to staff and the communities we work with.

Any staff reporting concerns or complaints through formal whistleblowing channels (or if they request it) will be protected by Community Initiative for Partnership and Development (CIPAD)'s Disclosure of Malpractice in the Workplace (Whistleblowing) Policy.

Community Initiative for Partnership and Development (CIPAD) will also accept complaints from external sources such as members of the public, partners and official bodies.

## **How to report a safeguarding concern**

Staff members who have a complaint or concern relating to safeguarding should report it immediately to their Safeguarding Focal Point or line manager. If the staff member does not feel comfortable reporting to their Safeguarding Focal Point or line manager (for example if they feel that the report will not be taken seriously, or if that person is implicated in the concern) they may report to any other appropriate staff member. For example, this could be a senior manager or a member of the HR Team.

[Provide contact details]

## **Response**

Community Initiative for Partnership and Development (CIPAD) will follow up safeguarding reports and concerns according to policy and procedure, and legal and statutory obligations.

Community Initiative for Partnership and Development (CIPAD) will apply appropriate disciplinary measures to staff found in breach of policy.

Community Initiative for Partnership and Development (CIPAD) will offer support to survivors of harm caused by staff or associated personnel, regardless of whether a formal internal response is carried out (such as an internal investigation). Decisions regarding support will be led by the survivor.

## **Confidentiality**

It is essential that confidentiality is maintained at all stages of the process when dealing with safeguarding concerns. Information relating to the concern and subsequent case management should be shared on a need to know basis only, and should be kept secure at all times.

## **Glossary of Terms**

### **Beneficiary of Assistance**

Someone who directly receives goods or services from Community Initiative for Partnership and Development (CIPAD)'s programs. Note that misuse of power can also apply to the wider community that the NGO serves, and also can include exploitation by giving the perception of being in a position of power.

**Child**

A person below the age of 18

**Harm**

Psychological, physical and any other infringement of an individual's rights

**Psychological harm**

Emotional or psychological abuse, including (but not limited to) humiliating and degrading treatment such as bad name calling, constant criticism, belittling, persistent shaming, solitary confinement and isolation

**Protection from Sexual Exploitation and Abuse (PSEA)**

The term used by the humanitarian and development community to refer to the prevention of sexual exploitation and abuse of affected populations by staff or associated personnel. The term derives from the United Nations Secretary General's Bulletin on Special Measures for Protection from Sexual Exploitation and Abuse (ST/SGB/2003/13)

**Safeguarding**

Safeguarding means protecting people, including children and at risk adults, from harm that arises from coming into contact with our staff or programmes. One donor definition is as follows:

Safeguarding means taking all reasonable steps to prevent harm, particularly sexual exploitation, abuse and harassment from occurring; to protect people, especially vulnerable adults and children, from that harm; and to respond appropriately when harm does occur.

This definition draws from our values and principles and shapes our culture. It pays specific attention to preventing and responding to harm from any potential, actual or attempted abuse of power, trust, or vulnerability, especially for sexual purposes.

Safeguarding applies consistently and without exception across our programmes, partners and staff. It requires proactively identifying, preventing and guarding against all risks of harm, exploitation and abuse and having mature, accountable and transparent systems for response, reporting and learning when risks materialize. Those systems must be survivor-centered and also protect those accused until proven guilty.

Safeguarding puts beneficiaries and affected persons at the centre of all we do.

**Sexual abuse**

The term 'sexual abuse' means the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.

**Sexual exploitation**

The term 'sexual exploitation' means any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another. This definition includes human trafficking and modern slavery.

**Survivor**

The person who has been abused or exploited. The term 'survivor' is often used in preference to 'victim' as it implies strength, resilience and the capacity to survive, however it is the individual's choice how they wish to identify themselves.

**At risk adult**

Sometimes also referred to as vulnerable adult. A person who is or may be in need of care by reason of mental or other disability, age or illness; and who is or may be unable to take care of him or herself, or unable to protect him or herself against significant harm or exploitation.

## 2. Dealing with Safeguarding Reports

### Purpose and scope

The purpose of this document is to provide procedures for dealing with reports of breach of Community Initiative for Partnership and Development (CIPAD) Safeguarding Policy, where the safeguarding violation is:

- Against staff or members of the public,
- Perpetrated by staff, partners or associated personnel.

### Procedures

#### 1. Report is received

1.1 Reports can reach the organization through various routes. This may be in a structured format such as a letter, e-mail, text or message on social media. It may also be in the form of informal discussion or rumor. If a staff member hears something in an informal discussion or chat that they think is a safeguarding concern, they should report this to the appropriate staff member in their organization.

1.2 If a safeguarding concern is disclosed directly to a member of staff, the person receiving the report should bear the following in mind:

- Listen
- Empathize with the person
- Ask who, when, where, what but not why
- Repeat/ check your understanding of the situation
- Report to the appropriate staff member

1.3 The person receiving the report should then document the following information, using an Incident Report Form if there is one:

- Name of person making report
- Name(s) of alleged survivor(s) of safeguarding incident(s) if different from above
- Name(s) of alleged perpetrator(s)
- Description of incident(s)
- Dates(s), times(s) and location(s) of incident

1.4 The person receiving the report should then forward this information to the Safeguarding Focal Point or appropriate staff member within 24 hours.

1.5 Due to the sensitive nature of safeguarding concerns, confidentiality must be maintained during all stages of the reporting process, and information shared on a limited 'need to know' basis only. This includes senior management who might otherwise be appraised of a serious incident.

1.6 If the reporting staff member is not satisfied that the organization is appropriately addressing the report, they have a right to escalate the report, either up the management line, to the Board (or other governance structure), or to an external statutory body. The staff member will be protected against any negative repercussions as a result of this report.

## 2. Assess how to proceed with the report

2.1 Appoint a Decision Maker for handling this report

2.2 Determine whether it is possible to take this report forward

- Does the reported incident(s) represent a breach of safeguarding policy?
- Is there sufficient information to follow up this report?

2.3 If the reported incident does not represent a breach of Community Initiative for Partnership and Development (CIPAD) Safeguarding Policy, but represents a safeguarding risk to others (such as a child safeguarding incident), the report should be referred through the appropriate channels (eg. local authorities) if it is safe to do so.

2.4 If there is insufficient information to follow up the report, and no way to ascertain this information (for example if the person making the report did not leave contact details), the report should be filed in case it can be of use in the future, and look at any wider lesson learning we can take forward.

2.5 If the report raises any concerns relating to children under the age of 18, **seek expert advice immediately**. If at any point in the process of responding to the report (for example during an investigation) it becomes apparent that anyone involved is a child under the age of 18, the Decision Maker should be immediately informed and should seek expert advice before proceeding.

2.6 If the decision is made to take the report forward, ensure that you have the relevant expertise and capacity to manage a safeguarding case. **If you do not have this expertise in-house, seek immediate assistance**, through external capacity if necessary.

2.7 Clarify what, how and with whom information will be shared relating to this case. Confidentiality should be maintained at all times, and information shared on a need-to-know basis only. Decide which information needs to be shared with which stakeholder – information needs may be different.

2.8 You may have separate policies depending on the type of concern the report relates to.

2.9 Check your obligations on informing relevant bodies when you receive a safeguarding report. These include (but are not limited to):

- Funding organizations
- Umbrella bodies/networks
- Statutory bodies like Relief and Rehabilitation Commission (RRC)

Some of these may require you to inform them when you receive a report, others may require information on completion of the case, or annual top-line information on cases. When submitting information to any of these bodies, think through the confidentiality implications very carefully.

### **3. Appoint roles and responsibilities for case management**

3.1 If not already done so (see above), appoint a Decision Maker for the case. The Decision Maker should be a senior staff member, not implicated or involved in the case in any way.

3.2 If the report alleges a serious safeguarding violation, you may wish to hold a case conference. This should include:

- Decision Maker
- Person who received the report (such as the focal point, or manager)
- HR manager
- Safeguarding adviser (or equivalent) if there is one

The case conference should decide the next steps to take, including any protection concerns and support needs for the survivor and other stakeholders (see below).

### **4. Provide support to survivor where needed/requested**

4.1 Provide appropriate support to survivor(s) of safeguarding incidents. Nb. this should be provided as a duty of care even if the report has not yet been investigated. Support could include (but its not limited to)

- Psychosocial care or counseling
- Medical assistance
- Protection or security assistance (for example being moved to a safe location)

4.2 All decision making on support should be led by the survivor.

### **5. Assess any protection or security risks to stakeholders**

5.1 For reports relating to serious incidents: undertake an immediate risk assessment to determine whether there are any current or potential risks to any stakeholders involved in the case, and develop a mitigation plan if required.

5.2 Continue to update the risk assessment and plan on a regular basis throughout and after the case as required.

### **6. Decide on next steps**

6.1 The Decision Maker decides the next steps. These could be (but are not limited to)

- No further action (for example if there is insufficient information to follow up, or the report refers to incidents outside the organisation's remit)
- Investigation is required to gather further information
- Immediate disciplinary action if no further information needed
- Referral to relevant authorities

6.2 If the report concerns associated personnel (for example contractors, consultants or suppliers), the decision making process will be different. Although associated personnel are not staff members, we have a duty of care to protect anyone who comes into contact with any aspect of our programme from harm. We cannot follow disciplinary processes with individuals outside



our organisation, however decisions may be made for example to terminate a contract with a supplier based on the actions of their staff.

6.3 If an investigation is required and the organisation does not have internal capacity, identify resources to conduct the investigation. Determine which budget this will be covered by.

## 7. Manage investigation if required

7.1 Refer to the organization's procedures for investigating breaches of policy. If these do not cover safeguarding investigations, use external guidelines for investigating safeguarding reports.

## 8. Make decision on outcome of investigation report

8.1 The Decision Maker makes a decision based on the information provided in the investigation report. Decisions relating to the Subject of Concern should be made in accordance with existing policies and procedures for staff misconduct.

8.2 If at this or any stage in the process criminal activity is suspected, the case should be referred to the relevant authorities *unless this may pose a risk to anyone involved in the case*. In this case, the Decision Maker together with other senior staff will need to decide how to proceed. This decision should be made bearing in mind a risk assessment of potential protection risks to all concerned, including the survivor and the Subject of Concern.

## 9. Conclude the case

9.1 Document all decisions made resulting from the case clearly and confidentially.

9.2 Store all information relating to the case confidentially, and in accordance with Community Initiative for Partnership and Development (CIPAD) policy and local data protection law.

9.3 Record anonymized data relating to the case to feed into organizational reporting requirements (eg. serious incident reporting to Board, safeguarding reporting to donors), and to feed into learning for dealing with future cases.

# 3. CHILD PROTECTION POLICY

The **Community Initiative for Partnership and Development (CIPAD)** values young people and children as being a vital part of the organisation and desires to see them grow, mature and be challenged in a healthy and safe environment.

The name CIPAD child protection officer will be displayed in the minutes dated, and a copy of this child protection policy will be kept with the **child protection officer**.

## Purposes

The purpose of **Community Initiative for Partnership and Development (CIPAD)** children and young people's programme is to offer the children a safe and welcoming environment with fun activities where the children can grow and learn.

### Aims

- To provide activities for children and young people to help them develop from childhood into adulthood and to provide support for them.
- To enable the children to express themselves.
- To assist the children in integrating into the community.
- To help children/young people appreciate the diversity of their cultures.

### CIPAD, beneficiary group shall ensure that:

1. Each child and young person should be formally registered within the group. The information includes an information/consent form which their parent/guardian must complete. These forms have vital information about health and emergency contacts and should be kept securely and brought to each session.
2. Attendance register: a register should be kept for each session.

### Child Protection Representative

**Community Initiative for Partnership and Development (CIPAD)** has appointed a child protection representative, whose name is displayed *within the minutes dated/name and contact details to be given or on the notice board in the project office*. If any worker has any child safety concerns, they should discuss them with him/her. He/she will take on the following responsibilities:

- Ensuring that the policy is being put into practice;
- Being the first point of contact for child protection issues;
- Keeping a record of any concerns expressed about child protection issues;
- Bringing any child protection concerns to the notice of the Management Committee and contacting the Local Authority if appropriate;
- Ensuring that paid staff and volunteers are given appropriate supervision;
- Ensuring that everyone involved with the organisation is aware of the identity of the Child Protection Representative.

The policy will be reviewed on an annual basis to ensure that it is meeting its aims.

### Trips/Outings

1. When organising a trip/outing make sure a trip/outing slip is completed. This includes details about the trip and a section for parents to give their consent. These slips must be returned before the event takes place and must be brought on the trip with the completed group information/consent forms. (If a group information/consent form has not already been completed for a child or young person, then it will need to be completed).
2. Ensure that there is adequate security information for the work and activities to start.

### Personal/Personnel Safety

- A group of children or young people under sixteen should not be left unattended at any time.
- Avoid being alone with an individual child or young person for a long time. If there is a need to be alone with a child or young person (e.g. first aid or he/she is distressed) make sure that another worker knows where you are and why.
- At no time should a volunteer or worker from any external organisation arrange to meet a young person away from the activity without someone else being there.

- As such meetings should be planned and have the approval of a member of the Committee (this must be someone other than the organiser themselves).
- Teenage assistants should always be supervised.

## Child Safety

1. Make sure that the area you are using for activities is fit for the purpose, e.g. remove furniture, which could cause injury in energetic games.
2. Make sure that all workers and assistants know
  - Where the emergency phone is and how to operate it
  - Where the first aid kit is
  - Who is responsible for First Aid and how to record accidents or injuries in the incident book
  - What to do in the event of a fire or other emergency
3. Do not let children go home without an adult unless the parent has specifically said they may do so. Never let a child go with another adult unless the parent has informed you that this will happen.
4. If private cars are used for an outing, the drivers must be approved by the committee, be properly insured, have rested before driving, and should have clean licenses. There should always be at least one other responsible person (16 or over) in each vehicle. All vehicles should be fitted with full seatbelts, not just lap belts. Full seatbelts should always be used.

Under normal circumstances, workers should only give a lift home to a young person from group activities if the parents of the young person have specifically asked for them to do so. (If workers are asked to give a young person or child a lift home, they are not obliged to do so, it is left to their discretion).

In the case of trips or outings, it should be made clear if workers' cars will be used and where the children or young people will be returned to.

## Staff Recruitment and Selection

Workers and assistants are by far the most valuable resource the group has for working with young people. When recruiting and selecting paid workers and volunteers the following steps will be taken:

- Completion of an application form;
- An interview by three people from the Committee, who will take the final decision;
- Identifying reasons for gaps in employment, and other inconsistencies in the application;
- Checking of the applicants' identity (passport, driving license, etc);
- Taking up references prior to the person starting work;
- Ensuring criminal record checks have been carried out through relevant local agencies approved by the Criminal Records Bureau;
- Taking appropriate advice before employing someone with a criminal record;
- Allowing no unaccompanied access to children until all of the above have been completed;
- A probationary period of 3 months for new paid workers and volunteers;
- On-going supervision of paid workers and volunteers;
- Ensuring good practice is followed in working with children and young people by providing appropriate training and guidance;
- A nominated child Protection representative on the Management Committee.

## Training

It is a great benefit if workers undertake regular training for this type of work. The committee should keep workers informed of relevant courses.

## Child protection

Child protection is the response to the different ways in which a young person's or child's physical, emotional, intellectual and spiritual health are damaged by the actions of another person.

### What you should do

1. Listen to the child/young person
2. Look at them directly and do not promise to keep any secrets before you know what they are, but always let the child/young person know if, and why, you are going to tell anyone
3. Look at them directly and do not promise to keep any secrets before you know what they are, but always let the child/young person know if, and why, you are going to tell anyone
4. Take whatever is said to you seriously and help the child/young person to trust his/her own feelings. Take notes of exactly what is said to you avoiding assumptions and conjecture.
5. It is not the role of the worker to investigate any allegations (this would contaminate evidence if a situation went to court). Any disclosure by a child/young person must be reported to the named child protection officer.
6. Speak immediately to the Local Authority or NSPCC for further advice and guidance.

### What you should *not* do

1. Project workers/volunteers should not begin investigating the matter themselves.
2. Do not discuss the matter with anyone except the correct people in authority.
3. Do not form your own opinions and decide to do nothing.

### Things to say or do:

- 'What you are telling me is very important'
- This is not your fault'
- 'I am sorry that this has happened/is happening'
- 'You were right to tell someone'
- What you are telling me should not be happening to you and I will find out the best way to help you'
- Make notes soon after the event. Try to write down exactly what the young person or child said. Avoid assumptions or conjecture.

### Things *not* to say or do:

- Do not ask leading questions – Why? How? What?
- Do not say 'Are you sure?'
- Do not show your own emotions e.g. shock/disbelief
- Do not make false promises

# 4. CODE OF CONDUCT

## Introduction

In keeping the vision and values, Community Initiative for Partnership and Development (CIPAD) is committed to maintaining the highest degree of ethical conduct amongst all its staff and associated personnel. To help increase understanding, this Code of Conduct details Community Initiative for Partnership and Development (CIPAD)'s expectations of employees in key areas.

### Scope and purpose

This Code of Conduct applies to all contracted staff, international and local staff, employed by Community Initiative for Partnership and Development (CIPAD). Adapted Codes of Conduct are applicable to volunteers, partners, contractors and suppliers.

The purpose of this Code of Conduct is to set out the conduct expected of Community Initiative for Partnership and Development (CIPAD) staff whilst under contract to the organisation, and forms part of all contracts of employment. The Code is applicable at all times. Breaches of the Code of Conduct are grounds for disciplinary action, up to and including dismissal.

### Vision, Mission and Values

- 1.1. **Vision:** A dynamic civil society organization influencing policies and actions at all levels to safeguard and promote sustainable development in the community.
- 1.2. **Mission Statement:** Provision of services and resources that enhance the capacity of impoverished communities at the grassroots.
- 1.3. **Values for excellence**

The following core values and beliefs are grounded in a collective view of the members in the general assembly to guide the work of the CIPAD:

#### A) Human dignity and Gender equity

- All women and men are equal. They have equal rights in the society and participate in the development activities equally.
- CIPAD will ensure participation of all poor people living in the working areas and provide special emphasis to the women participation as they considerably in backward position.
- All CIPAD staff shall have the equal opportunities for promotion based on their experience and qualification considering gender perspective.
- CIPAD Staff and management will ensure gender justice in all aspect of the organization.

#### B) Honesty, Integrity, Sincerity and Transparency

- All Projects/Programs personnel of CIPAD shall promote Honesty, Integrity, Sincerity and Transparency in all activities.
- Staff behaviour and conduct must consider this value and remain honest, sincere and transparent.
- Staff and organization will never hide any information to the stakeholders

#### C) Cost Consciousness and sound management of resources

- All Projects/Programs of CIPAD shall manage and use their resources cost effectively and in some cases cost recovery basis.
- Staff of CIPAD shall remain highly concerned on best use of resources.

#### D) Concern for Environment

- All Projects/Programs of CIPAD would be environmentally sound.
- Garbage must be managed appropriately.
- Staff of CIPAD shall work in a threat free and congenial environment.

#### E) Quality services

- All Projects/Programs Services of CIPAD will be high quality.
- Staff of CIPAD shall be responsible for maintaining the quality of the program performance

#### **F) Capability and Accountability**

- Beneficiaries of CIPAD shall possess the knowledge, understanding and capability to identify and resolve their problems. Staff of CIPADs shall facilitate process.
- CIPAD Management and Staff shall remain strict to their work plan and demonstrate accountability to the organization, partners, donors and the line government Ministry.

#### **G) Creativity and Innovation**

- In all cases, the creativity and innovation will be appreciated in the whole project or program cycle.
- Creativity and innovative work the staff would be rewarded
- Innovative and creative work would be replicated

#### **H) Discipline**

- All staff, beneficiaries and counterparts shall respect the organizational rules and regulation
- Staff shall remain committed to the policy, procedures and system of the organization.
- Any violation of rules and regulations would be treated seriously and disciplinary actions would take accordingly.

## **Code of Conduct Principles**

As Community Initiative for Partnership and Development (CIPAD) employee I will:

- 1.1. Uphold the integrity and reputation of Community Initiative for Partnership and Development (CIPAD) by ensuring that my professional and personal conduct is consistent with Community Initiative for Partnership and Development (CIPAD)'s values and principles
  - I will treat all people fairly with respect and dignity
  - When working in a complex context or travelling on behalf of Community Initiative for Partnership and Development (CIPAD), I will be observant of all laws of South Sudan and be sensitive to local customs.
  - I will seek to ensure that my conduct does not bring Community Initiative for Partnership and Development (CIPAD) into disrepute and does not impact on or undermine my ability to undertake the role for which I am employed
  - I will not work under the influence of alcohol or use, or be in possession of, illegal substances on Community Initiative for Partnership and Development (CIPAD) premises or accommodation
- 1.2. Not engage in abusive or exploitative conduct
  - I will not engage in sexual activity with children (persons under the age of 18). Mistaken belief in the age of a child is not a defence
  - I will not exchange of money, employment, goods or services for sex, including sexual favours or other forms of humiliating, degrading or exploitative behaviour, is prohibited. This includes any exchange of assistance that is due to beneficiaries of assistance
  - I will not engage in sexual relationships with beneficiaries of assistance, since they are based on inherently unequal power dynamics
  - I will not engage in any commercially exploitative activities with children or vulnerable adults including child labour or trafficking
  - I will not physically assault a child or vulnerable adult
  - I will not emotionally or psychologically abuse a child or vulnerable adult

- 1.3. Ensure the safety, health and welfare of all Community Initiative for Partnership and Development (CIPAD) staff members and associated personnel (volunteers, partners, suppliers and contractors)
- I will adhere to all legal and organisational health and safety requirements in force at my location of work
  - I will comply with any local security guidelines and be pro-active in informing management of any necessary changes to such guidelines
  - I will behave in a manner such as to avoid any unnecessary risk to the safety, health and welfare of myself and others, including partner organisations and communities with whom we work
  -
- 1.4. Be responsible for the use of information, assets and resources to which I have access by reason of my employment with Community Initiative for Partnership and Development (CIPAD)
- I will ensure that I use Community Initiative for Partnership and Development (CIPAD) assets and resources entrusted to me in a responsible manner and will account for all money and property
  - I will not use Community Initiative for Partnership and Development (CIPAD) IT equipment, software or e-mail and social media platforms to engage in activity that is illegal under local or international law or that encourages conduct that would constitute a criminal offence. This includes any material that intimidates or harasses any group based on protected characteristics, or encourages extremism
  - I will not use Community Initiative for Partnership and Development (CIPAD) IT equipment to view, download, create, distribute or save in any format inappropriate or abusive material including but not limited to pornography or depictions of child abuse
- 1.5. Perform my duties and conduct my private life in a manner that avoids conflicts of interest
- I will declare any financial, personal or family (or close intimate relationship) interest in matters of official business which may impact on the work of Community Initiative for Partnership and Development (CIPAD)
  - I will not be involved in awarding benefits, contracts for goods or services, employment or promotion within Community Initiative for Partnership and Development (CIPAD), to any person with whom I have a financial, personal, family (or close intimate relationship) interests
  - I will seek permission before agreeing to being nominated as a prospective candidate or another official role for any political party
  - I will not accept significant gifts or any remuneration from governments, communities with whom we work, donors, suppliers and other persons which have been offered to me as a result of my employment with Community Initiative for Partnership and Development (CIPAD)
- 1.6. Uphold confidentiality
- I will exercise due care in all matters of official business, and not divulge any confidential information relating to colleagues, work-related matters or any sensitive information unless legally required to do so

## Complaints and reports

Community Initiative for Partnership and Development (CIPAD) staff are obligated to bring to the attention of the relevant manager any potential incident, abuse or concern that they witness, are made aware of, or suspect which appears to breach the Standards contained in this Code. Community Initiative for Partnership and Development (CIPAD) staff reporting concerns are protected by the Whistle-blower Policy.

Staff members who have a complaint or concern relating to breach of the Code should report it immediately to their line manager. If the staff member does not feel comfortable reporting to their line manager (for example if they feel that the report will not be

taken seriously, or if that person is implicated in the concern) they may report to any other appropriate staff member. For example, this could be a senior manager.

Staff members receiving reports or concerns are obliged to action or refer the report immediately as per the Community Initiative for Partnership and Development (CIPAD) Complaints Policy and procedures

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In accepting my appointment, I undertake to discharge my duties and to regulate my conduct in accordance with the requirements of this Code.

Name:

Signature:

Date:

## 5. Equal Employment Opportunity, Sex Harassment & Anti-Bullying Policy

Guidance: Equal Employment Opportunity policies and procedures are important. Employees should be able to easily find out what they are, and managers should know the process.

### Policy

This policy applies to all staff including contractors and covers all work-related functions and activities including external training courses sponsored by Community Initiative for Partnership and Development (CIPAD).

It also applies for all recruitment, selection and promotion decisions.

The objective of Community Initiative for Partnership and Development (CIPAD)'s Equal Opportunity Policy is to improve business success by:

- attracting and retaining the best possible employees
- providing a safe, respectful and flexible work environment
- delivering our services in a safe, respectful and reasonably flexible way

### Discrimination, Sexual Harassment, Sexual Exploitation, Sexual abuse and Bullying.

Community Initiative for Partnership and Development (CIPAD) is committed to providing a workplace free from discrimination, sexual harassment and bullying. Behaviour that constitutes discrimination, sexual harassment or bullying will not be tolerated and will lead to action being taken, which may include dismissal.

For the purposes of this policy, the following definitions apply:



## Discrimination:

**Direct discrimination** occurs when someone is treated unfavourably because of a personal characteristic that is protected under a law.

**Indirect Discrimination** occurs when a rule seems neutral, but has a discriminatory impact on certain people. For example, a minimum height requirement of 6 foot for a particular job might be applied equally to men and women, but would indirectly discriminate on the basis of sex, as women tend to be shorter than men.

**Sexual harassment** includes unwelcome conduct of a sexual nature in circumstances in which it could reasonably be expected to make a person feel offended, humiliated or intimidated a reasonable person, having regard to all the circumstances, would have anticipated that the person harassed would be offended, humiliated or intimidated.

**Sexual exploitation** includes the abuse of a position of vulnerability, differential power or trust, for sexual purposes. It mainly includes profiting personally, monetarily, socially or politically from the sexual exploitation of another person.

**Sexual abuse** is the actual or threatening physical intrusion of a sexual nature, including inappropriate touching, by force or under unequal or coercive conditions.

**Gender Based violence** is any harmful act that's perpetrated against a person's will and that's based on socially constructed roles assigned for males and females or ascribed differences between males and females.

**Workplace bullying** may include behaviour that is directed toward an employee, or group of employees, that creates a risk to health and safety e.g. physical and/or verbal abuse, excluding or isolating individuals; or giving impossible tasks.

Community Initiative for Partnership and Development (CIPAD) provides equal opportunity in employment to people without discrimination based on a personal characteristic protected under South Sudanese Laws.

Any employee found to have contravened this policy will be subject to disciplinary action, which may include dismissal directly because it is a gross misconduct as outlined in the complaint procedure below. Employees must report any behaviour that constitutes sexual harassment, bullying or discrimination to their manager. Employees will not be victimised or treated unfairly for raising an issue or making a complaint.

## Reasonable adjustments

Reasonable adjustments are changes that allow people with a disability to work safely and productively. Community Initiative for Partnership and Development (CIPAD) will make reasonable adjustments for a person with a disability who:

- applies for a job, is offered employment, or is an employee, and
- requires the adjustments in order to participate in the recruitment process or perform the genuine and reasonable requirements of the job.

Examples of reasonable adjustments can include:

- reviewing and, if necessary, adjusting the performance requirements of the job
- arranging flexibility in work hours
- approving more regular breaks for people with chronic pain or fatigue
- buying desks with adjustable heights for people using a wheelchair.

When thinking about reasonable adjustments, Community Initiative for Partnership and Development (CIPAD) will weigh up the need for change with the expense or effort involved in making it. If making the adjustment means a very high cost or great disruption to the workplace, it is not likely to be reasonable.

In some cases, Community Initiative for Partnership and Development (CIPAD) can discriminate on the basis of disability, if:

- the adjustments needed are not reasonable, or
- the person with the disability could not perform the genuine and reasonable requirements of the job even if the adjustments were made.

## Procedure: To make a complaint

If you believe you are being, or have been, discriminated against, sexually harassed or bullied, you should follow this procedure.

1. Tell the offender the behaviour is offensive, unwelcome, and against CIPAD policy and should stop (only if you feel comfortable enough to approach them directly, otherwise speak to your manager). Keep a written record of the incident(s).
2. If this is inappropriate, you feel uncomfortable, or the behaviour persists, contact another relevant senior manager.
3. Employees should feel confident that any complaint they make is to be treated as confidential as far as possible.

### **Procedure: To receive a complaint**

When a manager receives a complaint, or becomes aware of an incident that may contravene Community Initiative for Partnership and Development (CIPAD)'s Policies, they should follow this procedure.

1. Listen to the complaint seriously and treat the complaint confidentially. Allow the complainant to bring another person to the interview if they choose to.
2. Ask the complainant for the full story, including what happened, step by step.
3. Take notes, using the complainant's own words.
4. Ask the complainant to check your notes to ensure your record of the conversation is accurate.
5. Explain and agree on the next action with the complainant.
6. If investigation is not requested (and the manager is satisfied that the conduct complained is not in breach of {Community Initiative for Partnership and Development (CIPAD)} EEO policies) then the manager should:
  - act promptly
  - maintain confidentiality
  - pass any notes on to the manager's manager

If an investigation is requested or is appropriate, follow the next procedure.

### **Procedure: To investigate a complaint**

When a manager investigates a complaint, they should follow this procedure.

1. Do not assume guilt.
2. Advise on the potential outcomes of the investigation if the allegations are substantiated.
3. Interview all directly concerned, separately.
4. Interview witnesses, separately.
5. Keep records of interviews and the investigation.
6. Interview the alleged harasser, separately and confidentially and let the alleged harasser know exactly of what they are being accused. Give them a chance to respond to the accusation.
7. Make it clear they do not have to answer any questions, however, the manager will still make a decision regardless.
8. Listen carefully and record details.
9. Ensure confidentiality, minimise disclosure.
10. Decide on appropriate action based on investigation and evidence collected.
11. Check to ensure the action meets the needs of the complainant and Community Initiative for Partnership and Development (CIPAD).
12. If resolution is not immediately possible, refer the complainant to more senior management. If the resolution needs a more senior manager's authority, refer the complainant to this manager.
13. Discuss any outcomes affecting the complainant with them to make sure where appropriate you meet their needs.

### **Possible outcomes**

Guidance note (delete afterwards): Note that legal action could also be taken against the individual employee responsible for the conduct and the business. If after investigation management finds the complaint is justified, management will discuss with the complainant the appropriate outcomes which may include:

- disciplinary action to be taken against the perpetrator (counselling, warning or dismissal on the ground is gross misconduct)
- staff training
- additional training for the perpetrator or all staff, as appropriate

- counselling for the complainant
- an apology (the particulars of such an apology to be agreed between all involved)

## 6. Pregnancy at Work Policy

### Advising of pregnancy

Community Initiative for Partnership and Development (CIPAD) encourages employees to inform their manager of their pregnancy as soon as possible. However, we respect that an employee may not wish to advise us of her pregnancy earlier than the minimum notice period. We also respect an employee's wishes regarding when it is appropriate to tell colleagues about the pregnancy. She can be given unpaid parental leave, including notice periods.

### Harassment while pregnant

Community Initiative for Partnership and Development (CIPAD) is committed to ensuring the safety of pregnant employees and considers harassment, bullying and discrimination to be unacceptable behaviour.

### Safety at work

Community Initiative for Partnership and Development (CIPAD) understands pregnancy to be a healthy and normal process and recognises that women have different experiences. When an employee notifies her manager that she is pregnant, the manager will ask the employee to let them know if they experience any changes to their work capacity during the pregnancy. The employee and her manager will then discuss what is needed to keep the employee safe at work and adjustments will be made accordingly where possible. Options to reduce hours, change of duties, light duties, rotated tasks, provision of a chair and provision of additional breaks are common ways to ensure safety at work, and will be considered on a case-by-case basis.

### Transfer to a safe job

If it's not safe (due to illness, risks or hazards) for a pregnant employee who is entitled to parental leave to continue in her usual position, she can be transferred to a 'safe job' with no change to terms and conditions.

The employee needs to provide Community Initiative for Partnership and Development (CIPAD) with reasonable evidence that she is fit for work, but it would be inadvisable to continue in her present position. Community Initiative for Partnership and Development (CIPAD) may insist on a medical certificate.

If Community Initiative for Partnership and Development (CIPAD) can't transfer the employee to a safe job, she may take (or be required by Community Initiative for Partnership and Development (CIPAD) to take) paid 'no safe job' leave for the time stated in the medical certificate or until the pregnancy ends (either by giving birth or otherwise).

'No safe job' leave is not sick leave – it is a separate paid leave type (pregnancy- no safe job). This leave will be paid at the rate specified in the award or agreement which, at a minimum, can be no lower than the employee's base rate of pay for her ordinary hours of work. In the six weeks prior to the expected date of the birth of the child, an employer may ask an employee on safe job leave for medical certificates stating that she would be fit to perform a safe job, if one were available to her.

An employee may be required to take unpaid parental leave (instead of paid no safe job leave) if she does not provide a medical certificate within seven days or if she provides a medical certificate stating she is not fit for any work.

### Working until the birth

A pregnant employee may work until the expected date of birth of her child. If she wishes to continue working in the last six weeks of her pregnancy she may be requested to provide a medical certificate within seven days confirming she is fit to work. If the medical certificate indicates the employee is not fit for work, she may be required to start parental leave or take a period of unpaid leave as soon as practicable.

### **Return to work**

If the employee has agreed to contact during leave, then towards the end of the leave period, the manager should confirm the employee's intention to return on the agreed date. The employee also may want to discuss any requests for flexible work arrangements at this time

An employee must provide four weeks' notice if they want to extend their leave beyond the return date that was initially advised.

The employee on parental leave has the right to return to the job they held prior to going on leave, including any promotion. If that position no longer exists, the employee will be given whichever other available position is nearest in status and remuneration to the position they held prior to going on leave.

If an employee was placed in a safe work position prior to leave, the employee is entitled to return to the position they held immediately before the safe work position.

If the pre-parental leave position no longer exists, Community Initiative for Partnership and Development (CIPAD) will follow its redeployment and redundancy procedures to determine if a suitable alternative position is available.

### **Breastfeeding at work**

Community Initiative for Partnership and Development (CIPAD) aims to understand and support mothers in the workplace, including accommodating breastfeeding as much as possible e.g. providing a private space.

An employee should discuss her needs with her manager and Community Initiative for Partnership and Development (CIPAD) will endeavour to make a private space available or other arrangements made by agreement. Depending on the employee's duties this may include cover while she is away from her work environment.

## **7. Recruitment and Selection Policy**

This enable CIPAD to decide on which type of employment is applicable – permanent full time, permanent part time, casual, fixed term, apprenticeships or trainees. Legally, it's important to get this right. Also make sure your process is accessible and not discriminatory.

### **Policy**

Community Initiative for Partnership and Development (CIPAD) recognises a robust and professional approach to recruitment and selection helps us to attract and appoint individuals with the necessary skills and attributes to fulfil our aims and support our business goals. All appointments should be made on the Principle of Merit, compliance with all relevant Laws of South Sudan and adherence to this policy and related processes. CIPAD shall attract, select and retain the best talent staff and ensure that appointments are made on merit through a fair and equitable selection process. CIPAD gives appointments to qualified South Sudanese nationals and Non-South Sudanese regardless of their sex, tribe, race, nationality or gender. New staff will only be recruited in accordance with the approved establishment or organizational structure and also subject to availability of funds for the position.

CIPAD recruits people via the following methods:

- Internal
- External
- Employee Referred

### **Procedure**

1. Create a simple position description for the job covering key activities, tasks, skills required, expectations, deliverables and safety considerations. When advertising, avoid discriminatory language e.g. young person. Target the requirements of the job e.g. we seek an energetic person.

2. The recruitment process may include some or all of these: an application letter, copies of documents including certificates, interviews, practical testing, reference checks, right to work in South Sudan checks. If undertaking an interview ensure there are no possible discriminatory requests for information, for example *Do you plan to have a family in the near future?*
3. CIPAD shall advertise the new vacancy for interesting and qualified candidate for two weeks for full-time position, one week for part time/ or volunteers.
4. Before the advertisements, CIPAD has to know the type of categories under which the staff would be recruited (full timer, part timer or volunteer).
5. A recruitment committee shall be established to serve for two years. This committee will facilitate and conduct the recruitment exercise. This committee shall hand over the successful (recommended) candidates to Director for authorization.
6. Short term consultants shall be recruited through referrals by other development CBOs/CSOs and their expressions of understanding of the terms of reference.
7. The employment applicant will submit his/her application in two weeks' time from the date of posting.
8. Priority shall be given to the volunteers who are qualified and already serving in the organization.
9. CIPAD shall undertake identification of all necessary documents of the candidates before appointments. Truthfulness of the necessary documents shall be done by the recruitment committee.
10. Unsuccessful candidates after oral interview will be notified after the end of the recruitment processes within two weeks.
11. CIPAD shall invite bids from consultancy firms in case of any need for consultant.
12. A committee led by the Director receive the bids and select the best consultants in consultations with development partners and donors.
13. All applicants should photocopy the necessary original documents to avoid losing of the original documents. All applicants should either submit their applications in person or online (email).
14. The organization will produce all the necessary documents to be signed by employee before taking over the duty (these documents shall include job description, code of conduct and contract of service among others).
15. The candidates will present their original documents when called for the interview
16. Give the successful candidate a contract of employment setting out clear terms and conditions. This includes the nature of employment e.g. permanent part time, casual. The contract should include a welcome note and start details.
17. Once the candidate has accepted, contact the unsuccessful candidates as a matter of courtesy.

