

**THE ANTI-FRAUD AND CORRUPTION POLICY
OF
COMMUNITY INITIATIVE FOR PARTNERSHIP AND
DEVELOPMENT (CIPAD)**



**ENDORSED BY:
BOARD OF DIRECTORS,
AT AWEIL HEAD OFFICE,
NBeG State, SOUTH SUDAN,
AMENDED 2024**

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ABBREVIATIONS

AFO	Administration and Finance Officer
ED	Executive Director
CPO	Cash Payment Order
EC	Evaluation Committee
CIPAD	Community Initiative for Partnership and Development (CIPAD)
FOM	Finance and Operations Manager
FIFO	First-In First-Out
FBS	Fixed Budget Selection
GRN	Goods Received Note
HR	Human Resource
IGO	Income Generation Officer
IC	Individual Consultants
ITC	Instruction to Consultants
LCS	Least-Cost Selection
LOI	Letter of Invitation/Intent
M&IE	Meals and Incidental Expenses
PC	Project Coordinator
PM	Programme Manager
PmO	Programme Officers
PO	Purchase Order
PV	Payment Voucher
QBS	Quality-Based Selection
QB	QuickBooks
QCBS	Quality and Cost Based Selection
RFP	Request for Proposal
RFQ	Request for Quotation
SSS	Single-Source Selection
TOR	Term of Reference

1. INTRODUCTION AND OVERVIEW

1.1. Community Initiative for Partnership and Development (CIPAD)

Community Initiative for Partnership and Development (CIPAD) came into existence as a result of the motivation and personal initiative of its founding members who wholeheartedly seek to enhance the socio-economic status of the impoverished communities especially women, youth, children and elderly. Living in war affected South Sudan particularly Northern Bahr El Ghazal State, the founding members were not stranger to hardships faced by the underprivileged communities.

Having strategies to overcome economic and social challenges that impoverished communities are facing, the founding members registered CIPAD at Northern Bahr El Ghazal state level with Relief and Rehabilitation Commission (RRC) and Ministry of Social Development from 2010 to 2016 supporting communities with different capacities depending on funding from partners and well-wishers.

In the year 2017, the founding members of the organization decided to register the organization at national level with Relief and Rehabilitation Commission (RRC) obtaining registration number 902 as National Organization mandated to operate across the country as humanitarian and development organization.

The key areas of interventions include human rights; sustainable food security and livelihood; women & youth economic empowerment; peacebuilding; justice; education; health & nutrition; WASH; and people with disabilities participation and inclusion.

Our efforts have developed lasting relationship with government at all levels, nongovernmental organizations, United Nations agencies and corporate organizations as also with the communities, individuals and groups with whom we have worked.

We have come a long way following a small beginning in 2012, and have implemented a wide variety of projects related to child rights for change; food security & livelihood; women & youth economic empowerment; peacebuilding; community security & community policing; gender base violence; access to justice; reproductive child health care; trauma healing and psychosocial supports; HIV/Aids awareness; COVID 19 awareness; quality education; boreholes rehabilitation and capacity building of water user committees in different Bomas and Payams in the five counties of Northern Bahr El Ghazal State. While implementing different developmental projects, our thrust has always been on working through people's participation and constructive engagement of government institutions and community leaders for project ownership and sustainability.

At CIPAD, we have always believed in the capacities and capabilities of the communities, and have always strived to channel their hidden energies for the betterment of society at large. Our efforts have always been directed towards creating an environment that is conducive of enhancing opportunities to local people to think and act positively.

We have endeavored to develop skills and competencies of the local communities with a view to enabling them to operate and maintain the assets created through the implementation of the projects on sustainable basis.

This philosophy of ours has led us to the adoption of a holistic and participatory approach to rural and urban development. We believe in inclusive approach, covering all the sections of the society, particularly the impoverished people in the Bomas, Payams, Counties and States in the Republic of South Sudan. We

work with existing village level fora (and creating new ones wherever necessary) through Participatory Rural Appraisal (PRA) approaches, principles and techniques.

1.2. Vision, Mission, and Goal

Vision

A just, peaceful, and resilient society where all people live with dignity, self-reliance and well-being.

Mission

To shape policies, and drive actions that advance relief and sustainable development by promoting partnerships, implementing and empowering community-led initiatives with focus on achieving fairness, resilience, peaceful coexistence, self-reliance, and enhancing of well-being in the society.

Goal

To contribute to enhanced peace and socio-economic development of impoverished communities especially women, children, disable groups and elderly.

1.3. Objectives

1. To work for community development, to cooperate in sustainable development by local participation through integrated program.
2. To Improve community safety & Security through community security & community policing program in collaboration with the security providers
3. To enhance wellbeing of the people of the State & counties by operating result oriented program for poverty alleviation and development at the grassroots.
4. To develop mutual relation and brotherhood fillings in community.
5. To carryout water, sanitation and hygiene program to our local populations
6. To cooperate in managing water supply schemes in its working area.
7. To cooperate in road repair and maintenance with the coordination with local agency.
8. To lunch the awareness program in the field of education, health, WASH, peace building, civic education, human rights, gender and children issues.
9. To lunch appropriate program in developing community of women, children, old age, helpless and disable.
10. To work for creative youth activities and sports development.
11. To implement social protections program
12. To lunch awareness program against anti-social activities like girls trafficking, drug abusing, betting, vulgarity.

CIPAD is a national organization working for community development and empowerment through capacity building in order to provide essential knowledge that will lead to awareness, which will further lead to self-development, empowerment and action.

In furthering of the above objectives, CIPAD shall continue to:

- a) Mobilize local resources from community, members, governments, organizations and banking institutions. This shall be in form of contributions, donations and income generating activities.

- b) Advocate for large communities in furthering of its objectives for communal interests.
- c) Promote and carryout or assist in promoting and carrying out rural development research, surveys, assessments and investigations on the matter of community concern and publish the useful results thereof for public consumptions and intervention.
- d) To promote rural development, work through singular or join workshops, exhibitions, meetings, awareness campaigns, lectures, seminars and training courses.
- e) Collect and disseminate information on all matters affecting the said objects 1-18 above and exchange such information with other bodies having similar objects whether in South Sudan or overseas.
- f) Undertake, execute, manage or assist any communal work which may lawfully be undertaken, managed or assisted by the organization.
- g) Purchase, take on lease or in exchange, hire or otherwise acquire any property and any rights and privileges necessary for the promotion of the said objects and construct, maintain and alter any buildings or erections necessary for the work of the organization.
- h) Within laws of publications, to write and print or otherwise reproduced and circulated such workshop documents, papers, books, periodicals, pamphlets or other documents or films or recorded tapes (whether audio or visual or both) as shall further the said objectives.
- i) In accordance with **section 20 (i) of the South Sudan Non-Governmental Organizations (NGOs) ACT 2016**, the organization shall within its financial capacity, employ and pay any person or persons to supervise, organize, and carryout the work of the organization and make all reasonable and necessary provision for the payment of pensions and superannuating to or on behalf of employees and their dependents as maybe determine by the employment contracts between the organization and such a person or persons
- j) Establish where necessary field offices within the Republic of South Sudan or country offices in other countries of the world
- k) Make policies and regulations like finance policy manual, human resource policy manual, assets management policy manual, frauds policy, security policy, code of conducts and strategic plan to guide the work of the organization.

1.4. Values

- Human rights and dignity
- Partnership beyond boundaries
- Mutual Respect
- Honesty, Integrity and Ethics
- Diversity, Inclusivity, Transparency and Accountability
- Gender sensitivity
- Cost efficiency
- Solidarity
- Safeguarding
- Trustfulness and legality

1.5. Organizational Structure

1.5.1. Staffing

Below are summaries of main CIPAD staff only. Organisation Chart is presented in **Figure 1.**

Executive Director (ED): is responsible for the overall management of Community Initiative for Partnership and Development (CIPAD) Programmes and Operations and operates under the Board. The ED serves as the principal CIPAD representative liaising with donors and partner organizations on project related technical, policy, and financial issues. The ED is ultimately responsible for the generation, commitment and disbursement of all project funds and provide technical and administrative leadership to the overall achievement of the goals and objectives of the organization. The ED is ultimately responsible for the management of all CIPAD resources.

Programme Manager (PM): Operates under and closely with the ED and is responsible to oversee and coordinate CIPAD capacity building, advocacy and service delivery programme activities and provide technical and programmatic leadership to the overall achievement of the goals and objectives of the programmes. With the ED, the PM leads the development, implementation, and monitoring of the organization strategy and work plans and communicates results and achievements to the community and other stakeholders.

Finance and Operations Manager (FOM): Operates under and closely with the ED and is responsible for developing and maintaining the financial systems of the organization, managing financial and other organizational resources, and managing other organizational operations including, human resources, procurement of equipment and materials, and tracking inventory and managing fixed assets. The FOM will assist the ED in ensuring that financial controls and systems comply with acceptable accounting practices and meet donors and CIPAD standards. The FOM ensures that programme activities adhere to the financial and operations policies and procedures of the organization and donors. The FOM works closely with the PM and the technical team to ensure smooth implementation of programmatic activities. The Human Resource (HR) Manager in this document refers to the FOM.

Programme Officers (PO) and Project Coordinators (PC)/Project Managers: Operate under and closely with the PM and are responsible to coordinate capacity building, advocacy and service delivery programme activities. With the PM, the PO develops, implements, and monitors project activities and work plans. In the absence of the PM, the senior PO acts as the Programme Manager. The Project Coordinators (PC) / Project Managers operate under and closely with the Programme Officer (PO) and/or the Programme Manager (PM) and are responsible to implement capacity building, advocacy and service delivery programme activities at the community level.

Logistics and Procurements Officer (LPO): Operates under and closely with the FOM and is responsible for the management of and supervision of support staffs (drivers, store keepers, logistics & procurements assistants), procurement, logistics and managing vehicles as well as motorbikes.

Administration and Finance Officer (AFO)/Accountant: Operate under and closely with FOM. Accountants assist the FOM and maintain the field accounting system, reviewing and processing purchase orders and expenditures, reviewing employee timesheets, and distributing checks, and executing payments with the cashier. The Finance Officer will take over in the absence of the FOM. The AFO also can work as the cashier. AFO is also responsible for the management of and supervision of support staff (Security Guards, Cooks, Cleaners, Cashiers, and Assistants).

Human Resource Officer (HRO): Operate under and closely with FOM and is responsible for human resource planning, recruitment & selection, performance management, learning & development, industrial relations, job analysis & design, maintaining work culture, processing payrolls, maintaining employees' records, compensations & benefits, labor law compliance, and staff motivation. HRO is also responsible for the management of and supervision of support staff like human resources assistants and related staff.

Cashier: Operate under and closely with Finance Officer/Accountant and manage petty cash and executes payments. The cashier can be given various other responsibilities and serve as office assistance, store keeper... etc.

The above Admin & Finance, Logistics and Procurements positions are responsible for the smooth flow of finance, administration and logistic implementation of the CIPAD projects.

It is important that the duties of accounting/financial personnel be properly segregated. No staff member should be assigned duties that could lead to a situation where the person could carry out and conceal illegal acts or violations of rules. To accomplish a proper segregation of duties, different individuals should perform the following functions:

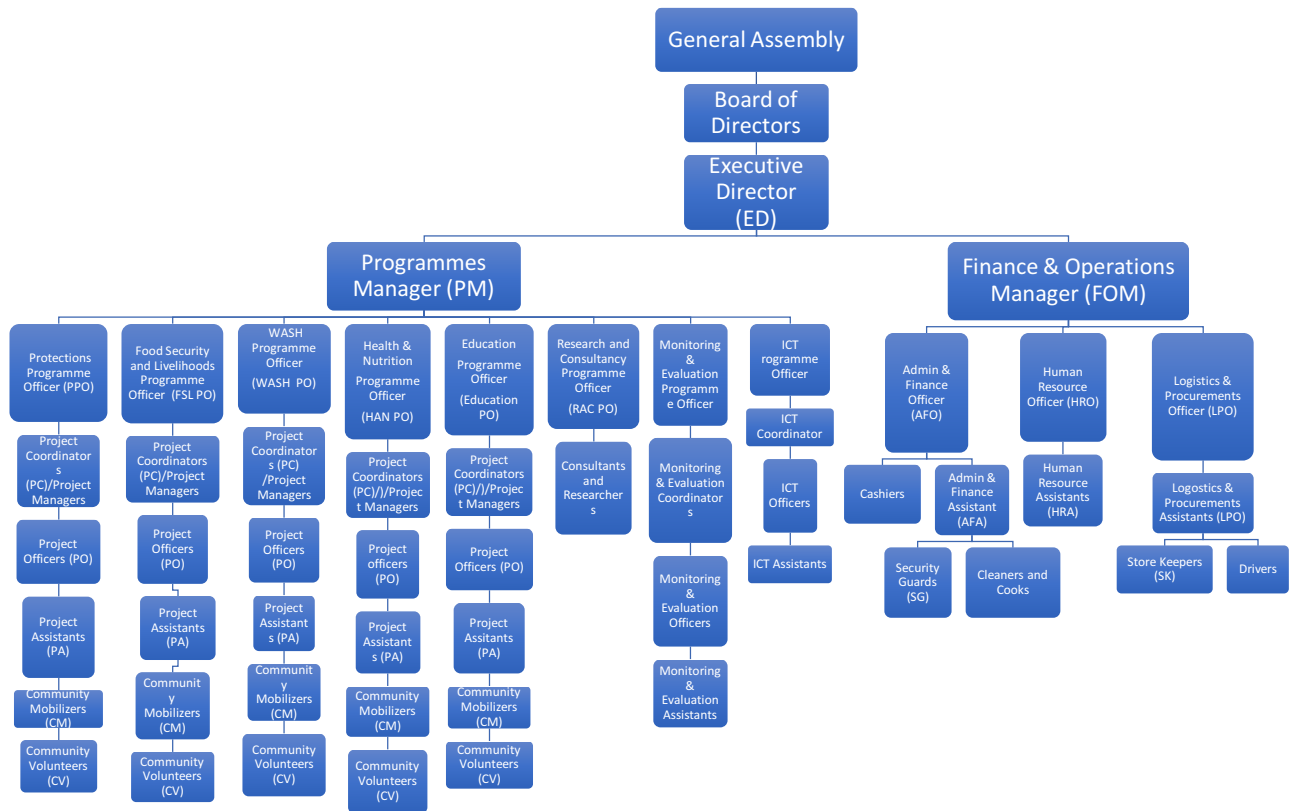
- Authorize transactions (ED and FOM),
- Record transactions (Admin & Finance Officer, Accountants, Cashier)
- Maintain custody of the assets that result from a transaction (LPO, Store Keeper)
- Compare assets with the related amounts recorded in the accounting records (Auditor)

Minimum Required Staff: in times of restricted resources the minimum required staff members for CIPAD are:

- The Executive Director (ED)
- The Finance and Operations Manager (FOM)
- The Cashier/Accountant/Admin and Finance Officer

Other staff members listed in this document will be appointed as necessary.

Figure 1: See below the Organizational Chart of CIPAD



1.5.2. Offices

The Head Office of CIPAD is Aweil, Northern Bahr El Ghazal State, South Sudan. CIPAD will work in multiple States of South Sudan to achieve its mission depending on operational capacity attained. There three field offices in Gokmachar, Aweil North County and Nyamlell in Aweil West County, and Wanyjok in Aweil East County. We have Coordination office in Juba, South Sudan.

1.6. Purpose of this Policy

This Manual is to be used by **ALL** staff of projects implemented by CIPAD. It is intended to be a guideline for all projects implementation. This policy must be viewed in conjunction with the Human Resource (HR) Manual as well as CIPAD's other financial and administrative manuals and resources.

This travel policy addresses questions staff and partners may have about the CIPAD programmes and projects in regard to the management of resources within policies and procedures. It serves as a reference document for partners of their rights, responsibilities and obligations and is a guide for supervisors and directors in the administration of the various policies and procedures.

CIPAD reserves the right to make changes and updates to this policy as outlined in this chapter. As policies are added or changed, staff will be notified by official memoranda from the ED. These memoranda will then become part of the official CIPAD partnership policies and procedures. Please read the policy, understand its contents and always refer to it for reference. If you have any questions or suggestions regarding this manual, please see the Executive Director, Finance and Operations Manager or Human Resources Officer of CIPAD.

1.7. Changes to this Policy

This document is subject to change and revision as and when the circumstances require it. If there is an item or a section in this manual that requires an update, the procedures outlined below should be followed to ensure that all employees receive and record the change. Once a year, if multiple changes have been made, a complete revised version will be produced and distributed. It is the responsibility of each employee to read, understand, and adhere to any policy changes that are made. Employees and partners will be notified of a change via memo as outlined below.

Minor changes to an amount, name, or item:

1. Send a memo to all employees noting the change.
2. Each employee should insert the memo in his/her manual directly after this procedures page to deemed track of who initiated the change and when.
3. The employee should locate and cross out the outdated item in his/her manual, writing in the change.

Major section changes

1. Send a memo to all employees noting the change and attach the revised section with the current date.
2. Each employee should insert the memo in his/her manual following this procedures page.
3. Each employee should insert the revised version in front of the original section, simply crossing out the pages that are no longer current.

The Executive Director of CIPAD must authorize all changes to the manual.

2. Anti-Fraud and Corruption Policy

2.1 Definitions and Scope

1. “Fraud” is defined by the US government as intentional deception to deprive the government unlawfully of something of value or to secure something for individual benefit, privilege, allowance or consideration.
2. Fraud can occur in all aspects of a project, and is not limited to individuals working on procurement or purchasing activities. Examples of fraud can include:
 - Product substitution
 - Ghost employees
 - Billing for services not rendered
 - Theft of materials
 - Overcharging of products and labour
 - Cutting corners
 - Kickbacks (“commissions”)
 - Bribes
 - Collusion/Bid rigging
 - Conflict of interest
3. Corruption is the abuse of entrusted power for illegitimate individual or group benefit. The most obvious example of this is bribery but other examples include extortion, conflicts of interest and favouritism.
4. Bribery involves the offering, promising, giving, accepting or soliciting of an incentive (financial or non-financial) to do something which is illegal or a breach of trust.

5. Money laundering is the process by which the proceeds of crime are converted into assets, which appear to have a legitimate origin. The following are illegal: the concealing, disguising, converting or transferring of criminally obtained property; becoming involved in an arrangement facilitating the above and the acquisition, use and possession of criminal property. It is also an offence not to disclose one of the above.

6. Unethical or fraudulent behaviour can have an extensive and serious impact on you, your colleagues, CIPAD, projects, and ultimately, those we are working to help:
 - *Employees*: reprimand, fines, termination, jail.
 - *CIPAD*: fines, loss of funding, loss of reputation, organization forbidden from having any further contracts or grants with any funding agencies.
 - *Health Systems*: lower value for the money, lack of necessary medicines and supplies, reduced health outcomes.
 - *End Users*: poor quality services, no medicines, illness, premature death.

7. CIPAD has Zero tolerance to fraud, corruption and money laundering activities. Zero tolerance means that we have put in place mechanisms to prevent, detect and deter abuse; and, that any suspicion or allegation of fraud, corruption, money laundering and terrorist financing, whether perpetrated by staff, trustees, donors, contractors, partners or beneficiaries will be fully investigated.

2.2. Prevention and Detection

1. Understanding the risk of fraud, corruption and money laundering that CIPAD faces is key to being able to prevent these from happening. A periodic risk assessment will be undertaken to further strengthen our preventative and detective.

2. Everyone in CIPAD is responsible for the Prevention and Detection of abuse. The commitment and dedication of all staff is a vital ingredient to improve protection. Our staff should remain vigilant and report all instances they become aware of using the reporting procedures below.

3. Below are indicators of possible fraud, corruption, money laundering:

3.1. Physical fraud indications

- Cash only transactions;
- Unusual discrepancies in accounting records and unexplained items on reconciliations;
- Documents or account books missing;
- High numbers of cancelled cheques;
- Common names unexpectedly appearing as payees;
- Duplicated payments or cheques;
- Transactions take place at unusual times with irregular frequency, unusual or 'round' amounts or to unknown recipients;
- Payments made to individuals or companies with family or business connections to an employee;
- One individual has control of a financial process from start to finish;
- Rising costs with no explanation;
- Customers or suppliers insisting on dealing with just one individual;
- Tendering to one supplier only or to the same suppliers;

3.2. Behavioural fraud Indicators

- Vague responses given to reasonable and legitimate queries and/or these queries are left unexplained;
- Employees who are excessively secretive in relation to their work / reluctant to accept assistance with finances;
- Format of financial information presented to management suddenly changed or became more complicated and difficult to understand;
- Someone trying to delay work reviews or audits;
- Employees who consistently work longer hours than their colleagues for no apparent reason;
- Employees who are reluctant to take holidays and/or time off;
- Employees known by others to be under duress for personal or financial reasons;
- Employees with a sudden change of lifestyle and/or social circle;
- Employees who are aggressive or defensive when challenged and/or controlling of certain colleagues;
- Employees who are subject to complaints and/or tend to break the rules;
- Employees who appear to make a greater than normal number of mistakes, especially where these lead to financial loss through cash or account transactions;
- Employees with competing or undeclared external business interests;
- Employees who submit inconsistent and/or unreasonable expense claims;
- Prospective employees who are reluctant to provide full background information or who provide inaccurate or inconsistent information;
- Managers who avoid using the procurement team.

3.3. Possible Indicators of Corruption

- Abnormal cash payments;

- Pressure exerted for payments to be made urgently or ahead of schedule;
- Payments being made through a third party - for example, goods or services supplied to entity 'A' but payment is being made, usually to a shell company/entity 'B';
- Abnormally high commission percentage being paid to a particular agency;
- Private meetings with public contractors or companies hoping to tender for contracts;
- Lavish gifts being received;
- An individual who never takes time off even if ill, or holidays, or insists on dealing with specific contractors himself or herself;
- Making unexpected or illogical decisions accepting projects or contracts; ○ Abuse of the decision process or delegated powers in specific cases;
- Agreeing contracts not favourable to the organisation either because of the terms or the time period;
- Unexplained preference for certain contractors during tendering period;
- Avoidance of independent checks on the tendering or contracting processes;
- Bypassing normal tendering or contracting procedures;
- Invoices being agreed in excess of the contract without reasonable cause;
- Missing documents or records regarding meetings or decisions;
- Payment of, or making funds available for, high value expenses or school fees (or similar) on behalf of others.

3.4. Possible Indicators of Money Laundering

- Large donations from persons unknown to CIPAD;
 - Donations conditional on particular individuals or organisations being used to do work for CIPAD;
 - Offers of donations in cash, for a certain period of time, where the charity receives the interest, but the principal is returned to the donor at the end of the specified period;
 - Donations in foreign currencies, with the provision as above, but the principal is to be returned to the donor in the form of South Sudanese Pounds.
4. Individually tailored training sessions on this policy will be conducted to support key business roles and functions to ensure that staff understand the risks and how to mitigate them effectively.
 5. CIPAD has a well-developed financial policy, which is documented in the Finance and Operations Policy Manual. It is absolutely essential that the provisions of the policy are complied with as the operation of these controls is the surest way to

6. In addition to being preventative measures, CIPAD's Financial and Operation policy is designed to have a detective component that enables internal abuse and irregularity to be identified and investigated.

2.3. Reporting Unethical and Fraudulent Behaviour; staff capacity building; and investigation procedures

1. If you observe unethical or fraudulent behaviour or if you are asked to engage in such behavior in the course of your work for CIPAD, you must report it.
2. The report should be first orally and then in writing using the **Fraud and Corruption Reporting Form**
3. Please follow the following procedure:
 - a. Discuss with your immediate manager and/or the relevant functional head of department or the Finance and Operations Manager.
 - b. If you believe your immediate manager is involved, discuss with it with the ED.
 - c. If the suspicion appears well grounded, The ED shall complete the Fraud and Corruption Reporting Form and submit it to the Board.
 - d. If you believe the ED is involved report directly to the Chair of the Board.
4. Should an investigation ensue as a result of a reported incident it is imperative that staff cooperate in the internal or external process.
5. Remember, if you directly observe unethical behaviour and do not report it, that is also considered unethical and fraudulent behaviour!
6. If you are uncertain about whether what you have seen is unethical or fraudulent, please discuss it with your ED or the Finance and Operations Manager/HR Office.
7. Should a suspicion of fraud, corruption, money laundering or terrorist financing be reported, this will be thoroughly investigated to determine the value and extent of CIPAD's exposure. This investigation will be led by the ED and the Board Chair.
8. CIPAD will take action as a result of reports and investigations. This may include, but is not limited to, informing the police, informing the RRC, informing the external auditors, terminating the partnership/supplier contract, terminating the contract of employment, or improving the control framework. In taking these actions CIPAD will comply with local legislation. If allegations are found to be deliberately false or malicious, this will be regarded by the organisation as misconduct and appropriate.

9. Reporting channels:

All staff, volunteers, beneficiaries, and partners are strongly encouraged to report any suspected or confirmed cases of fraud, corruption, bribery, or other forms of misconduct. Reports can be made confidentially to and without fear of retaliation. Reports can be submitted through the following channels:

(a)

Name: Justin Aleu Jok
Title: Safeguarding Focal Point
Email: aleu@cipadsouthsudan.org
Phone: +211922565333 / 0912668777

(b)

Name: Deng William Makur
Title: Executive Director for cases involving senior staff and focal point
Email: ed@cipadsouthsudan.org / cipadsouthsudan@gmail.com
Phone: +211923278888 / +211913133342

(c)

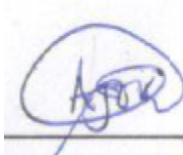
Name: Asunta Aguak Akuei
Title: Board Chairperson for cases involving Executive Director and members of board
Email: asunta@cipadsouthsudan.org
Phone: +211929088829

10. **Staff capacity building:** Community Initiative for Partnership and Development (CIPAD) will build staff capacity by developing and implementing the following activities:
- Mandatory orientation or induction training: All new employees must receive a training on fraud and corruption awareness.
 - Annual refresher trainings: All staff must annually complete online or in-person sessions on ethical conduct.
 - Targeted training: Targeted trainings will be organized for the high-risk roles such as finance, procurements, and field operations staff.
 - Educational materials: There shall be sending of regular emails, production of posters, and staff bulletins to reinforce awareness.
11. **Investigation procedures:** The following investigations procedures will be undertaken once the report(s) is/are received:
- Intake and preliminary review: Once the reports are recorded by the Safeguarding Officer/Compliance Officer, an initial review is determined if a full investigation is warranted.
 - Investigation committee: If warranted, an investigation committee is formed consisting of three, five or seven members (internal and external advisor if necessary)

- **Investigation processes:** the investigation processes will include the following:
(a) Fact-finding: interviews, documents review and financial analysis. (b) Confidentiality: All investigations are conducted discreetly. (c) Documentations: detailed reports are prepared for all findings. (d) Timeliness: Investigations are concluded within 30 days, unless otherwise justified.
12. **Outcomes and disciplinary actions:** Violators will face disciplinary actions including termination, legal action, or referral to law enforcement agencies. Affected donors, partners and stakeholders will be notified as appropriate.
 13. **Monitoring and evaluation:** All the employees must ensure that annual audits is used to assess the implementation of this policy; conducted a fraud risk assessments every two years; and review policy after three years or once a significant incident is reported leading to an identified gap in the policy.

Approved by Board on 25th of April 2024

Sign



Asunta Aguak Akuei,
Board Chairperson.