

**THE TRAVEL POLICY  
OF  
COMMUNITY INITIATIVE FOR PARTNERSHIP AND  
DEVELOPMENT (CIPAD)**



**ENDORSED BY:  
BOARD OF DIRECTORS,  
AT AWEIL HEAD OFFICE,  
NBeG State, SOUTH SUDAN,  
AMENDED 2020**

## Table of Contents

<b>ABBREVIATIONS</b> .....	<b>3</b>
<b>1. INTRODUCTION AND OVERVIEW</b> .....	<b>4</b>
<b>1.1. Community Initiative for Partnership and Development (CIPAD)</b> .....	<b>4</b>
<b>1.2. Vision, Mission, and Goal</b> .....	<b>5</b>
<b>1.3. Objectives</b> .....	<b>5</b>
<b>1.4. Values</b> .....	<b>6</b>
<b>1.5. Organizational Structure</b> .....	<b>7</b>
1.5.1. Staffing.....	7
1.5.2. Offices.....	10
<b>1.6. Purpose of this Policy</b> .....	<b>10</b>
<b>1.7. Changes to this Policy</b> .....	<b>10</b>
<b>2. TRAVEL POLICY</b> .....	<b>11</b>
<b>2.1. Travel Approval</b> .....	<b>11</b>
<b>2.2. Per Diem/DSA</b> .....	<b>12</b>
2.2.1. Staff Per Diem Rates .....	13
<b>2.3. Travel Completion</b> .....	<b>13</b>
2.3.1. Travel Expense Report .....	13
2.3.2. Travel Receipt Requirements.....	14
2.3.3. Travel Report .....	14
<b>2.4. International Travel</b> .....	<b>15</b>
2.4.1. Policy.....	15

## 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
USD	United States Dollar

# 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**

We are committed to influencing policies and actions at all levels to create a strong and independent society, free of inequalities and discrimination, and where everyone enjoys equal opportunities.

### **Mission**

Working in partnership to foster democratic & equitable living environment, where all vulnerable people especially impoverished communities of women, children, youth, disable groups, and elderly having to access to peace, security, justice, sanitation, water, education, health, food, sustainable livelihoods opportunities and essential infrastructural services irrespective of their sex, gender, ethnicity, religion, race, economic and social status.

### **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:

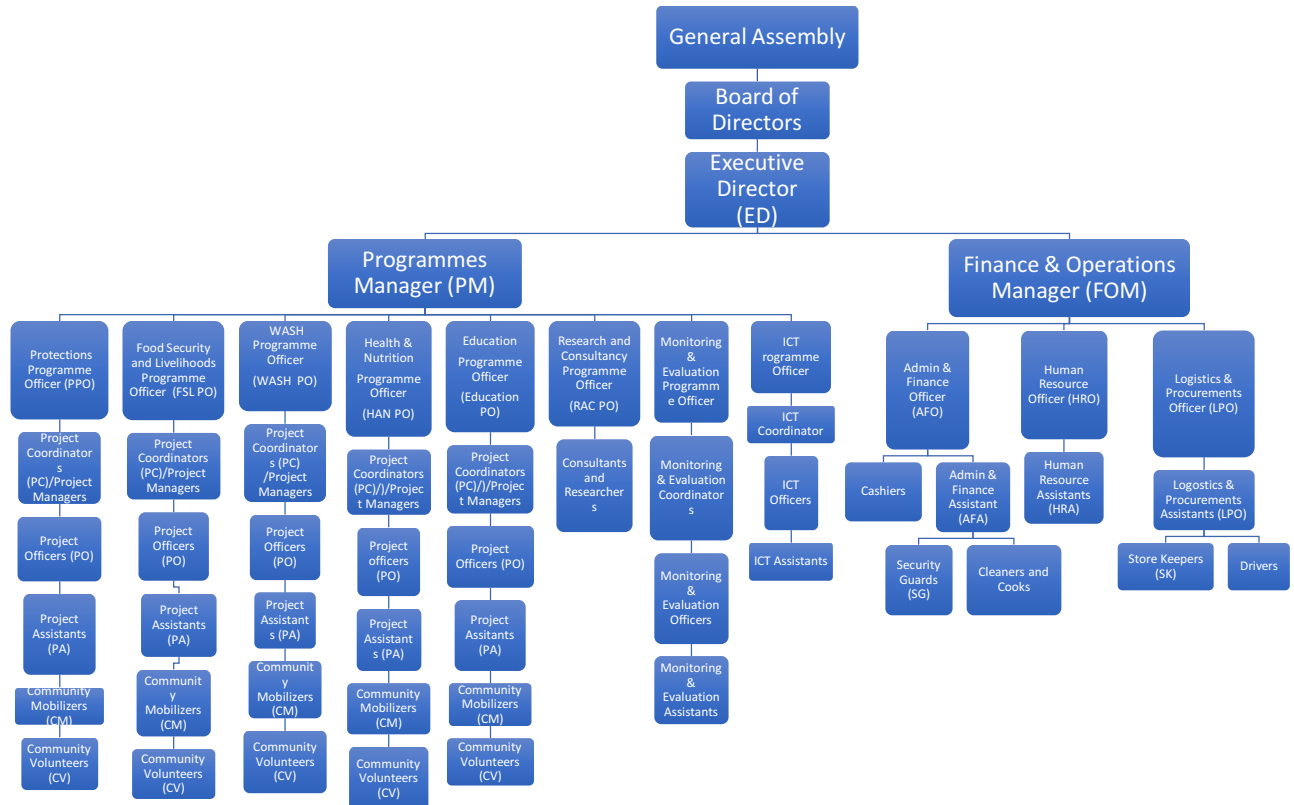
- Authorize transactions (ED and FOM),
- Record transactions (Admin & Finance Officer, Accountants, Cashier)
- Maintain custody of the assets that result from a transaction (LPO, Store Keeper)
- Compare assets with the related amounts recorded in the accounting records (Auditor)

**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 travels. This manual 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 its risk management plans 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. TRAVEL POLICY**

All CIPAD travelers are encouraged to review these policies prior to departure in order to complete necessary pre-departure steps, understand what is allowable, and ensure that they understand all policies.

### **2.1. Travel Approval**

1. Travel Approval is required to:
  - 1.1. Ensure that the trip has been approved by the immediate supervisor
  - 1.2. Ensure that management knows where staff are at all times;
  - 1.3. Allow support or other staff sufficient time to make travel arrangements; and
  - 1.4. Provide advance for vehicle allocation (or to reschedule travel if a vehicle is not available).
2. Approval must be obtained using the **Travel Advance Request Form (Appendix 3FO)**. A separate form must be used for each traveller, even if several persons are traveling as a group.
3. For local travel, travel arrangements need to be made in advance regardless of whether the traveller is traveling by airplane, project vehicle, or other locally-arranged transport (taxi, car hire)
4. Project Vehicle: The Logistics is responsible for the coordination of project vehicle use and requests for its use. Traveling staff should place vehicle request form 5 days ahead of the scheduled field trip.
5. Air Travel: The Logistics is responsible for the coordination of making airline reservation and purchasing airline tickets. Traveling staff should place Air ticket request using the travel request form 5 days ahead of the scheduled field trip.

6. Other Local Transport: Local taxis or car-hire may be used if project vehicles cannot meet the needs of the project or in an emergency situation. Logistics will approve the use of taxis or car-hires.

## 2.2. Per Diem/DSA

1. Per Diem is an amount of funds provided to a traveller to cover the costs of lodgings, meals, and travel-related incidental expenses.
2. CIPAD believes Per Diems are paid only for the purposes of covering expenses.
3. CIPAD uses the Lodging Plus system where per diem is based on two parts: 1) Lodging; and 2) Meals and Incidental Expenses (M&IE); and the flat rate system.
4. With this per diem schedule, the rate for Lodging represents the maximum cost a traveller may be reimbursed for actual local costs. Costs are directly reimbursable, with an adequate receipt, up to this maximum.
5. The M&IE portion is a flat rate by location and does not require any receipts but per diem form should be approved showing the amount spent.
6. M&IE is intended to cover all meals and any incidental expenses such as laundry, tips, personal phone calls, etc.
7. Each per diem rate has an allocation breakdown for breakfast, lunch, and dinner. Therefore, the amount of per diem allocated to breakfast, lunch and/or dinner can be deducted from the traveller's per diem if a meal was provided to the person by the project.
8. For example, if a traveller is attending a project-funded workshop and lunch is provided as part of the workshop, then the traveller is not given the lunch per diem amount. To do so would double-count the cost of the lunch by the project: one payment as part of the per diem, another payment for the workshop lunch itself.
9. Please note that if breakfast is included as part of the cost of the hotel room, the cost of breakfast does not have to be deducted from the per diem amount. If breakfast is provided as part of the project activity (e.g., breakfast is provided at a project meeting) then breakfast should be deducted from the per diem.
10. It is important to note that a different per diem rate is used for CIPAD staff and non-staff individuals. For instance, staff may use the Lodging Plus per diem rate while non-staff use the flat rate per diem as indicated below.

### **2.2.1. Staff Per Diem Rates**

1. A day Trip is defined as travel outside of the location in which a staff member is based, that does not include an overnight stay.
2. Staff who take a day trip for project work are entitled to a day trip allowance to cover the costs of meals and incidental expenses if it is only budgeted in the project being implemented.
3. Staff traveling for overnight field work are entitled the full amount Per diem rate made in the project budget regardless of their departure from their duty station only when the project budget allow it or if it is budgeted in the project.
4. In a case where direct lodging payment is necessary, the Admin/logistics/finance can help facilitate this process.
5. Receipts are not required for Flat rates but form can be filled and approved.
6. Consultants and other short-term staff undertaking CIPAD activities are entitled to the same Per-diem rates as CIPAD staff, unless other rate is indicated in their contract agreements in which cases the rate specified in the signed contract agreement will be followed.

### **2.3. Travel Completion**

#### **2.3.1. Travel Expense Report**

1. The **Travel Expense Report Form (Appendix 4FO)** must be completed by the traveller upon completion of the travel. This report is used to document reimbursable travel expenses and to calculate the per diem amount owed to the traveller (less any advances).
2. The Travel Expense Report should be submitted to Finance section within a maximum of ten (5 days of less) of completion of travel.
3. The Travel Report and any necessary approvals should be attached The Finance Officers will review the form and make sure that it is complete and accurate.

### 2.3.2. Travel Receipt Requirements

1. Any expense of USD10 or greater must have an original/official receipt in order for the traveller to be reimbursed for the expense.
2. Receipts must include the date that the expense was incurred, a description of the expense (in English) including purpose and origin/destination (if applicable), and the amount.
3. These receipts must be attached to the Travel Expense Report.
4. Specific requirements for other receipts:
  - 4.1. Lodging: Receipts must include traveller's name, dates of stay, number of nights of lodging received, number of room occupants, the lodging rate per night plus applicable taxes, and the total amount paid.
  - 4.2. Airline travel: Original airline passenger coupons/receipts for paper tickets.
  - 4.3. Taxi/Public Transport: The origin and destination of the traveller, the date, and the amount

### 2.3.3. Travel Report

1. All travellers are required to complete a **Travel Report Form (Appendix 5FO)** after the completion of travel.
2. The Travel Report documents the reasons for the travel and provides a written record of the activities, findings, and next steps.
3. A driver's trip report should include appropriate vehicle information.
4. The Travel Report must include the following information:
  - Traveller's Name
  - Location Travelled to
  - Travel Date(s)
  - Travel Objective(s)
  - Work Plan Objective(s) Fulfilled
  - Travel Activities
  - Persons Contacted
  - Project Approval
5. The Travel Report should be reviewed and approved by the traveller's immediate supervisor and attached to the Travel Expense Report for processing.

## 2.4. International Travel

### 2.4.1. Policy

1. All international travels must be approved by the ED.
2. Requests for approval should be submitted by email to the ED no later than the first week of the month prior to the month the travel is scheduled to occur (e.g. a request for February travel should be submitted during the first week of January).
3. If the need for international travel arises after this deadline, notify the ED as soon as possible. The email request to the ED should include:
  - Traveller's Name
  - Purpose of Travel
  - Start and End Dates of Travel
  - Origin and Destination of Travel (including intervening stops)
  - Anticipated Cost of Travel (in USD)
4. A copy of invitation letter from the organisation abroad must be attached to the request email.
5. The employee is allowed to travel only if approval is provided by the ED.
6. The logistics office is responsible for arranging international travel.
7. Traveling staff are responsible for arranging visas. The cost of any visas, passports, and passport photographs are allowable expenses, if the travel is work related and only if project budget can accommodate the expenses.
8. All visitors of the project need to be approved by the ED and the ED need to notify the respective government body. Arrangements.
9. Participant Travel: If CIPAD is funding a trip for anyone in South Sudan to a training or workshop outside of South Sudan, this is considered Participant Travel. These trips are accounted for in the International Travel Tracking Sheet, in the Participant column. For each trip involving Participant Travel, the Logistics office records the information in the **Participant Information Tracking Sheet (Appendix 10FO)**.
10. Each trip is recorded by the HR Manager in the International Travel Tracking Sheet.

Approved by Board on 17<sup>th</sup> of April 2020

Sign

A handwritten signature in blue ink, appearing to read "Jacob Lual Jok", written over a horizontal line.

Jacob Lual Jok,  
Board Chairperson.