

South Sudan NGO Forum



Country Directors' and National Directors' Perception Survey on the Effectiveness of South Sudan NGO Forum Services to Members

Ghebremedhin Haile
ghere.haile1@gmail.com

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ABBREVIATIONS AND ACRONYMS

CD	Country Director
CPA	Comprehensive Peace Agreement
CSOs	Civil Society Organisations
ECHO	European Civil Protection and Humanitarian Aid Operations
FGD	Focus Group Discussion
ICWGs	Inter-Cluster Working Groups
INGOs	International Non-Governmental Organizations
INSO	International NGO Safety Organisation
KIIs	Key Informant Interviews
JSC	Joint Steering Committee
MoF	Ministry of Finance
MoHA	Ministry of Humanitarian Affairs
MoL	Ministry of Labour
ND	National Director
NGO	Non-Governmental Organization
NNGOs	National Non-Governmental Organizations
OLS	Operation Lifeline Sudan
ODK	Open Data Kit
RRC	Relief and Rehabilitation Commission
SC	Steering Committee
SDC	Swiss Development Cooperation
SIDA	Swedish International Development Cooperation Agency
SPSS	Statistical Packages for Social Sciences
SSHF	South Sudan Humanitarian Fund
ToR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
UNHAS	United Nations Humanitarian Air Service
UNHCR	United Nations High Commission for Refugees
UNMISS	United Nation Mission in South Sudan
UN OCHA	United Nations Office for the Coordination of Humanitarian Affairs
USAID	United States Agency for International Development
WFP	World Food Programme

Contents

Abbreviations and Acronyms.....	ii
1. EXECUTIVE SUMMARY	1
2. INTRODUCTION AND BACKGROUND	7
2.1. Background.....	7
2.2. Objectives of the perception survey.....	8
2.3. Organisation of the report.....	9
3. Survey methodology.....	9
3.1. Document Review.....	9
3.2. Field Survey.....	9
3.1.1. Qualitative Survey.....	10
3.1.2. Quantitative Survey.....	10
4. Survey findings.....	12
4.1. Survey respondents	12
4.2. Responsiveness of the NGO Forum to Members Needs.....	12
4.3. Core services provided by the NGO Forum	14
4.4. Field level coordination	33
4.5. Steering Committees.....	34
4.6. Secretariat.....	36
4.7. National and Country Directors’ meetings	37
4.8. Members’ needs and optimism	38
5. Conclusions and Recommendations	39
5.1. Conclusion.....	39
5.2. Recommendation	40
Annexes.....	ii
Annex I: Data Collection Instrument.....	ii
Annex II: Terms of Reference	vii
Annex Three: KII and FGD Participants.....	x

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1. EXECUTIVE SUMMARY

The South Sudan NGO Forum is a voluntary, independent network of national and international NGOs established to support its members to effectively respond to the humanitarian and development needs in South Sudan through saving lives and improving lives. The Forum aims to achieve this objective through the provision of five core services namely information sharing and coordination, safety and security, policy engagement, external engagement, and networking and capacity building.

This survey was undertaken to gather reliable quantitative and qualitative data about the views and perceptions of CDs/NDs on the effectiveness and responsiveness of the NGO Forum services to members. The survey was conducted from 14 January to 18 February 2019. It involved both document review and field survey. The field survey comprised of quantitative and qualitative surveys. The quantitative survey targeted all NGO Forum members (330 NGOs comprising of 116 INGOs and 214 NNGOs) of which 98 NGOs (53 INGOs and 45 NNGOs) completed the survey. Compared to their membership size, the proportion of NNGOs which participated in the survey is less (21%) compared to INGOs (43.3%), and this is mainly due to their limited access to internet.

Overall, the NGO Forum services are assessed as responsive to the needs and concerns of NGOs. Of the total respondents, 90% (96% INGOs and 82% NNGOs) have expressed satisfaction with the overall responsiveness of the NGO Forum to the needs and concerns of their organisation. Compared to 2017 (83%), overall responsiveness of the NGO Forum has improved in 2018 (90%), and exceeded the milestone set for 2018 (80%). This is also supported by respondents within the qualitative survey who said that the NGO Forum services are greatly aligned to the needs and concerns of their organisation.

The survey also attempted to assess the satisfaction level of NDs and CDs about the effectiveness and responsiveness of the specific NGO Forum services namely **information sharing and coordination, safety and security, policy engagement, external engagement, and networking and capacity building services**. The results of the survey show that Country Directors (CDs) and National Directors (NDs) are highly satisfied with these services. Their level of satisfaction ranges from as high as 89% for safety and security services to as low as 61% for networking and capacity building services. The survey results show that:

- a) **87 percent** (90% INGOs and 84% NNGOs) of surveyed NGOs are moderately or very satisfied with **information sharing and coordination** service of the NGO Forum.
- b) **89 percent** (96% INGOs and 80% NNGOs) of surveyed NGOs are moderately or very satisfied with **safety and security** service.
- c) **87 percent** (92% INGOs and 82% NNGOs) are moderately or very satisfied with **policy engagement** service.

- d) **80 percent** (85% INGOs and 74% NNGOs) are moderately or very satisfied with **external engagement** service.
- e) **61 percent** (56% INGOs and 68% NNGOs) are moderately or very satisfied with **networking and capacity building** service.

Overall, the level of satisfaction of NDs/CDs with the services of the NGO Forum has significantly improved in 2018 compared to 2017. The NGO Forum has met or exceeded 2018 milestones for safety and security (89%), information sharing and coordination (87%), policy engagement (87%), and external engagement (80%). However, the NGO Forum has fallen short of expectation with respect to networking and capacity building services (61%). The main findings of the survey with respect to the five services of the NGO Forum are summarised as follows.

(i) Information sharing and coordination services

Information sharing and coordination service provided by the NGO Forum in 2018 is highly valued by members. As shown above, a very high percentage (87%) of the respondents are satisfied with the information sharing and coordination services. Information shared includes government circulars, laws, calls for proposal, tenders, job advertisements, etc. As a result, the NGO Forum is presently recognised by members and external partners as a good repository of accurate information about NGOs.

The survey attempted to get members' feedback on the effectiveness of different communication tools (email, skype, website) employed by the NGO Forum for information sharing. The responses obtained on these communication tools are presented as follows.

- 87% of surveyed NGOs (94% INGOs and 78% NNGOs) are moderately or very satisfied with the frequency and relevancy of the content shared via email.
- Only 34% of CDs and NDs actively participate in skype group discussions, while 24% participate, but only read or observe conversations. The remaining 42% comprises of those who do not participate at all (25%) or never heard about skype groups (17%).
- Frequency of website visit is taken as a proxy indicator to assess relevance and usefulness of NGO Forum website. Of the total respondents, 16% visit the website daily, 6% every other day, 22% weekly, 10% biweekly, 22% once a month, 14% once in three months, 4% once in 6 months and 5% never visited the website.

(ii) Safety and security

Members are highly satisfied with the safety and security updates and briefings of the NGO Forum. The survey shows that 89% of the respondents, comprising of 96% INGOs and 80% NNGOs, are satisfied with the safety and security services of the NGO Forum. Relocation and evacuation services are assessed as a vital and highly relevant support provided by the NGO Forum. About two-thirds (67%) of the respondents assessed relocation and evacuation services as useful with slight difference between INGOs (67%) and NNGOs (65%).

The qualitative survey also shows that members are highly satisfied with the security information shared by the NGO Forum through its website, regular updates and briefings. Key informants have said that security report of the NGO Forum has improved in 2018. They said that the reports are particularly strong in incident reporting. However, members want the Safety and Security Team to improve its weekly briefings so that members get new information that is not shared through its weekly updates. They would also like to see division of labour between the NGO Forum and International Safety Organisation (INSO) to ensure complementarity of services. An apparent area of cooperation is the provision of training targeting NNGOs operating at national and state levels.

(iii) Policy engagement

There has been improvement in the NGO Forum policy engagement service in 2018. Of the total respondents, 87% of NGOs are moderately or very satisfied with the policy engagement service of the NGO Forum and the percentage is higher for INGOs (92%) than NNGOs (82%). The level of satisfaction increased by 18% in 2018 (87%) compared to 2017 (67%), and exceeded the 2018 milestone by 7%.

Relation with government has improved drastically over the past couple of years as a result of the constructive engagement of the Secretariat particularly the Director. Government officials are now more accessible to the NGO Forum and readily cooperate when requested for meetings. The cooperation of the Ministry of Labour with respect to the recruitment guideline is a typical example of the NGO Forum's effective policy engagement with government. The decision made by the National Revenue Authority (NRA) to abandon retroactive application of PIT on international staff of NGOs is another example of the NGO Forum's positive engagement with government.

The NGO Forum policy engagement with international partners has also been quite good. In 2018, the Forum has improved on evidence-based advocacy and positioning itself on key humanitarian issues. It has prepared good position papers on "Cost Efficiency" and "Unintended Consequences" to influence discussions at international levels. These position papers generated interest at the global level and are widely referred by interactional actors globally. This has greatly improved the image of the NGO Forum as a voice of reason within the humanitarian actors. As a result of its positive engagement, international partners have accepted the NGO Forum as the best single voice for NGOs.

(iv) External engagement

External engagement is an extremely vital service of the NGO Forum aimed to build and nurture good relations with government, donors, UN and other stakeholders. There is significant improvement in the level of satisfaction of members with the external engagement service of the NGO Forum. According to the survey, 80% of surveyed NGOs comprising of 85% of INGOs and 74% of NNGOs are satisfied with the external engagement

service of the NGO Forum. This represents 18% increase in satisfaction level compared to 2017.

The NGO Forum is doing well with its external engagement functions especially in strengthening coordination with government particularly at national level. Relations with UN Agencies have improved in 2018 as a result of the efforts of the SCs and Secretariat. But, discussions taking place in various coordination forums/meetings are still very much dominated by the UN. The NGO Forum enjoys good relationship with donors and enjoys their strong backing in advancing NGOs interests and concerns.

Networking and capacity building

The NGO Forum aims to support NNGOs through the provision of networking and capacity building services. The survey shows that 61% of the respondents are satisfied with the networking and capacity building support services of the NGO Forum.

The NGO Forum has organized a series of trainings to strengthen the capacity of national staff of NNGOs and INGOs in a wide range of areas. These include project management, HR, finance, M&E, leadership, communication, safety and security, programming and accountability, and sector-specific skills in food security, camp management and camp coordination. However, capacity building activities undertaken by the Forum have not been structured.

In addition, the NGO Forum has taken some good networking initiatives to strengthen INGOs-NNGOs partnership as well as create space for NNGOs to interact with donors, UN and INGOs. These initiatives include exposition, internship, social event, peer-partnering, etc. Internship programme created work experience exposure and employment opportunities to young South Sudanese in the NGO sector. The social event created space for NGOs to interact with donors, UN and government representatives in an informal and relaxed setting.

The NGO Forum is still struggling with sharing best practices and field level coordination support services. As a result, members have not yet benefited much from these services.

Steering Committees

The responsiveness of the steering committee to members and its constituent is not highly rated by surveyed NGOs. Of the total respondents, 53% of the NGOs rated the SCs as responsiveness and the percentage is higher for INGOs (54%) compared to NNGOs (50%). The SCs have been less effective in briefing members about the deliberations and decisions taken in the different meetings. They have also been less effective in engaging members. Joint Steering Committee meeting is still a challenge and not much has improved in 2018.

Secretariat

The Secretariat is assessed as highly responsive to the needs and concerns of members. A very high percentage (89%) of the respondents said the NGO Forum Secretariat is responsive to the needs of their organization. The Director is particularly playing very crucial role in enhancing effectiveness of the Secretariat in serving members and improving relations with key external actors. Recruitment of new staff has also contributed to improved effectiveness of the Secretariat

National and Country Directors' meetings

The NGO Forum holds monthly CDs/NDs meetings to discuss common issues. When asked to rate the effectiveness of the monthly CDs/NDs meetings, 79% of the respondents said they are effective. However, members still believe that there is room for improvement. The quality of updates and briefing is not high. Besides, the meetings mainly focus on updates and bureaucratic impediments and, as a result, less time is given to the more strategic issues.

Based on the above findings of the survey, the following recommendations are forwarded. To facilitate implementation, the recommendations are presented under three groups (A, B and C), with the most important ones listed under A below as "top priority".

A. Top priority

- A.1 Improve responsiveness of the SCs to members and their constituent through regular communication between constituents and steering leads, clarity of agenda for engagement, and leads identifying and working with champions within constituents. Enhance cohesiveness among SC members and strengthen communication between SCs and members. Strengthen collaboration between the SCs of INGOS and NNGOs. Hold JSC meetings regularly to agree on issues and come out with one voice before the HCT meeting.
- A.2. Enhance the capacity of the NGO Forum secretariat by expediting the recruitment of NNGOs Focal Person to fill the existing gap with respect to supporting NNGOs. Strengthen networking and capacity building support services by recruiting a capacity building manager.
- A.3. Enhance the effectiveness of CDs and NDs monthly meetings by improving agenda setting and limiting the duration of the meetings to one hour. Hold further consultation with NDs on the appropriateness of holding the meeting on weekend. Consider linking the CDs monthly meeting with a social event.
- A.4. The NGO Forum is doing well with its policy engagement services with government, UN and donors. However, it needs to enhance its policy engagement on more substantive issues with far reaching implications on humanitarian responses. Enhance policy engagement to influence higher level decisions made at international level. This however does not mean that administrative/bureaucratic issues are less important.

Clarify roles of the SC, Secretariat and members with respect to initiation, drafting, dissemination, and follow up of position papers.

B. Medium priority

- B.1. Enhance effectiveness of external engagement by (i) promoting collective action by setting clear agenda for meetings with key stakeholders, (ii) Instituting regular meetings with key stakeholders, (iii) following up on emerging issues with key stakeholders, and (iv) updating members on broad dynamics of operational contexts. Be more proactive and strategic in representing the NGO Forum in meetings with UN especially HCT. Push for more inclusive agenda in the HCT.
- B.2. Improve capacity building support needed by (i) organizing more tailored training and mentoring opportunities, (ii) conducting training needs assessment, (ii) engaging INGOs in provision of training to NNGOs, (iv) peer-pairing and sharing information on funding opportunities and (v) NNGO system strengthening.
- B.3. Improve field level coordination by: (i) identifying focal points from those in the field to improve coordination, (ii) supporting and strengthening field level meetings, (iii) conducting regular sensitisation of National and Country Directors on field coordination challenges and improvement mechanisms, and (iv) improving communication.

C. Low Priority

- C.1. Strengthen further information sharing and coordination services of the NGO Forum by (i) increasing frequency of information sharing, (ii) improving the FAQs page on NGO Forum website, (ii) putting in place stronger moderation of skype groups; and (iv) increasing presence on social and public media.
- C.2. The safety and security team needs to continuously encourage members to report on security incidents. Work on improving members' trust and assure them about confidentiality of security information shared. Consider offering advisory services to members especially NNGOs without assuming responsibility/liability. Security unit needs to coordinate better with INSO to ensure complementarity. Engage INSO in the provision of security training at national and state levels. Collaborate with INSO in checking accuracy of information shared by members and INSO field staff.
- C.3. Improve sharing best practices by: (i) holding best practices presentations; (ii) through best practices bulletin and/or briefs, (iii) by conducting area/sector based reflective sessions on what works in South Sudan, (iv) by co-opting knowledgeable people to share their expertise; and (v) by visiting projects to learn from innovations.

2. INTRODUCTION AND BACKGROUND

2.1. Background

NGOs in South Sudan

The presence of NGOs in South Sudan dates back to the 1970s. Prior to signing of the Comprehensive Peace Agreement (CPA) in 2005, many of these NGOs were operating under the Operation Lifeline Sudan (OLS) structure.

NGOs operating in South Sudan are governed by the 2016 NGO Law. At national level, NGOs are regulated by the Ministry of Justice and Constitutional Affairs and Relief and Rehabilitation Commission (RRC) while at sub-national (state) level they are registered with the local government.

The NGO sector in South Sudan consists of a diverse group of organisations operating at national and subnational levels. They are engaged in a wide spectrum of activities ranging from food security and livelihoods, nutrition, protection, WASH, shelter and non-food items, environment and natural resource management, health, education, conflict prevention and peace building, governance and rule of law, mine action, etc. They differ in scope of work, years of operation, staffing and funding levels, capacities, geographical coverage, etc. The distinction between NGOs and CBOs especially among the national NGOs is blurred and calls for setting a clear criteria for their categorisation.

NGO Forum¹

The NGO Forum is a voluntary, independent network of national and international NGOs established to support its members to effectively respond to the humanitarian and development needs of the population in South Sudan. It was established in Nairobi in the early 1990s. Following the signing of the CPA between the Sudan People's Liberation Army (SPLA) and Government of Sudan, many NGOs moved their offices from Kenya to South Sudan. Soon, the NGO Forum began to meet monthly in Rumbek in 2006 before moving to Juba in 2008 and attracted a wider number of international and national NGOs. In Mid-2008, a Secretariat was established to facilitate the work of the NGO Forum. A Steering Committee was soon formed to provide leadership and policy guidance to the NGO Forum.

The NGO Forum provides a platform through which NGOs, the Government of South Sudan, UN, donors, and other stakeholders could exchange information, share expertise and establish guidelines for a more networked, efficient and effective use of aid money, information sharing, networking, capacity enhancement, representation and communication around safety and wellbeing.

The Forum is comprised of national NGOs (NNGOs) and international NGOs (INGOs) served by a Joint Steering Committee (JSC) of NNGOs and INGOs. While there is a dedicated

¹ Taken from the Survey ToR

National NGO Focal Point in the NGO Secretariat, all positions serve both the NNGOs and INGOs.

The purpose of NGO Forum is to support members to save lives and improve lives, and to effectively respond to humanitarian and development needs in South Sudan regardless of ethnic background, political affiliation, or religious belief. The Forum aims to achieve this purpose through a number of services namely information sharing and coordination, safety and security, policy engagement, external engagements, and INGO-NNGOs networking and capacity development.

1. Information sharing and coordination – the NGO Forum manages an information network that is unique in South Sudan. It exists to ensure that there is effective and transparent sharing of information relevant to both its members and external stakeholders.
2. Safety and security- the NGO Forum provides its members with assistance in managing their safety and security by serving as a focal point through which safety and security advice, information, and advocacy on humanitarian space may be maintained.
3. Policy engagement- the NGO Forum represents the interests of its members in external meetings, policy discussions, engagement meetings and documents, and lobbying on issues of common interest.
4. External engagements- the NGO Forum coordinates NGO activities through its various meetings and through relationships with external stakeholders.
5. Networking and capacity building – the NGO Forum is committed to the development and capacity building of local NGOs through the existence of a specialised local NGO Forum as well as engagement with INGOs and donor to this end.

2.2. Objectives of the perception survey

The purpose of the survey is to collect statistically reliable data (both quantitative and qualitative) on current perceptions about NGO Forum responsiveness to members' needs through the services it provides to members. The findings of the survey will inform the measures to be taken to improve NGO Forum services to members.

As per the Terms of Reference, the **specific objectives** of this survey are to:

1. collect statistically reliable quantitative and qualitative data on the NGO Forum services to members;
2. assess the overall responsiveness of the Forum services to members;
3. assess the current level of Secretariat and Steering Committees' responsiveness to NGO Forum members' needs;
4. assess the current needs and requirement of members for NGO Forum services;
5. assess the current level of effectiveness of National Directors' and Country Directors' Group meetings in responding to the needs and/or concerns of members;
6. assess how the Forum is supporting field-level coordination among members and

- between members and other actors or coordination networks;
7. assess how the Forum effectively engages with external actors such as the Humanitarian Coordinator, OCHA, Humanitarian Country Team, UNHAS Steering Committee, Inter-Cluster Working Group, South Sudan Humanitarian Fund, the Humanitarian Response Plan, donors, UNMISS, Relief and Rehabilitation Commission, Ministry of Humanitarian Affairs and Disaster Management, and other UN Agencies in addressing challenges that affect operations of members in South Sudan;
 8. assess how NGO Forum facilitates members' access to training, funding or networking operations; and
 9. assess the extent to which the Forum promotes best practices including awareness of humanitarian principles among members.

2.3. Organisation of the report

This report is divided into five parts. *Part I - Executive Summary* deals with key findings, conclusions and recommendations of the survey. *Part II- Introduction and Background* describes the purpose and objectives of the survey and provides background information about the NGO Forum. *Part III- Survey Methodology* presents the process followed to collect and analyse quantitative and qualitative data. *Part IV – Findings* discusses the findings of the survey in relation to the effectiveness and responsiveness of NGO Forum services to members, current and emerging needs of members, effectiveness of the Secretariat, Steering Committees, and National Director's and Country Director's Groups meetings, effectiveness of state coordination, capacity building and sharing best practices. *Part V- Conclusion and Recommendations*.

3. SURVEY METHODOLOGY

The methodology adopted for undertaking the study involved both document review and field survey. A brief description of these methodologies is given below.

3.1. Document Review

Documents obtained from NGO Forum were reviewed to extract pertinent secondary data. List of documents reviewed include: Programme Log-frame; revised South Sudan NGO Forum Statutes of Operations; NGO Forum reports; NGO Forum Objectives; and Minutes of the 2018 meetings of the NNGOs and INGOs Steering Committees.

3.2. Field Survey

The survey conducted to gather primary data, comprises both qualitative and quantitative surveys. Qualitative survey was carried out through the administration of key informant interviews and focus group discussions. Quantitative survey was conducted through a survey targeting NGO Forum members (NNGOs and INGOs). Primary data were collected from a variety of sources including members, Steering Committees, Secretariat, donors, UN

Agencies, and government. Brief description of the qualitative and quantitative surveys follows.

3.1.1. Qualitative Survey

Qualitative survey was conducted to gather relevant data about how members view the services and functions of NGO Forum. The Consultant, in collaboration with the Secretariat, identified members of Steering Committees, NDs/CDs and external actors to be interviewed. Criteria adopted for selection of NDs/CDs and external actors for individual interviews and focus groups discussions include size of NGO (big and small), category of NGO (INGO/NNGO), familiarity with the Forum's governance system (current and previous SC members and host INGOs), level of engagement with the Forum, and gender of CDs/NDs. Qualitative data collection methods employed for undertaking the perception survey include:

Key Informant Interviews

Key informant Interviews (KIIs) were administered to gather information from individuals who are knowledgeable about the services and functions of the NGO Forum. A total of 31KIIs were conducted with Steering Committee chairs (2), CDs (6), NDs (6), Secretariat (6), donor representatives (6) and UN (5).

Focus Group Discussions

Focus groups discussions (FGDs) were conducted to collect primary data from INGOs Steering Committee and National Directors. The purpose of FGDs was to assess the views and perceptions of focus group participants about the responsiveness and effectiveness of NGO Forum services to members. FGD instrument was developed to guide/facilitate discussions. Two FGDs were conducted with groups of National Directors and Country Directors.

3.1.2. Quantitative Survey

The survey targeted all 330 members (214 NNGOs and 116 INGOs) of the Forum. The questionnaire covered all areas indicated in the ToR including assessment of members' satisfaction with the services of NGO Forum; responsiveness and relevance of services to members' existing needs; and effectiveness of NGO Forum management structure (Secretariat, Steering Committees and National and Country Director's Groups) in serving members and performing NGO Forum functions. It also covered field coordination, external engagement, capacity building, and best practices on humanitarian and development responses. As there is wide gap in the needs, capacities, scope of operations, and funding levels between NNGOs and INGOs, collected data were disaggregated accordingly.

(a) Questionnaire design

A set of data collection instruments were developed to facilitate collection of primary data, both quantitative and qualitative. Quantitative data were collected from 98 NGO Forum members by administering a structured questionnaire, while qualitative data were gathered from members, SC, Secretariat and external actors using FGD and KII instruments. The Consultant worked closely with the Reference Group in fine-tuning the survey instrument. The Information Advisor of the NGO Forum converted the paper-based survey instrument into an electronic data collection tool using Enketo/ODK.

(b) Pre-test

Pre-test was conducted on the 25th of February 2019 to test the survey questionnaire in terms of its capacity to generate the required data, the ability of survey participants to accurately give their responses, and to determine the time required to complete the questionnaire. Feedback obtained from the pre-test showed that the survey instrument is well developed and the questions are well articulated. On average, it took 15 to 20 minutes to complete the survey. The survey instrument was fine-tuned by incorporating comments obtained from the pilot survey participants.

(c) Main Survey

Following the successful completion of the pre-test, the Consultant together with the Reference Group rolled out the main survey. Survey questionnaire was sent to all member NGOs (330) and the deadline for submitting completed survey was set for the 31th of January 2019. However, the deadline was later extended to 8th of January 2018 so as to give more time for CDs and NDs to complete the survey. In addition, the NGO Forum Director, Information Manager, Communication Advisor and Information Officer have regularly communicated with the directors of member NGOs to remind them to complete the survey within the specified period. These measures helped in improving response rate and finally a total of 98 NGOs completed the survey.

(d). Data management

As the survey was mainly internet-based, responses were obtained electronically in a format that can be easily used for table production. Data analysis was carried out using Statistical Package for Social Science (SPSS Version 20), including the production of cross tabulations between the variables.

4. SURVEY FINDINGS

4.1. Survey respondents

The total number of membership of the NGO Forum increased from 311 in 2017 to 330 in 2018. Of the total members, 116 or 35% are INGOs and 214 or 65% are NNGOs. The survey was sent to all member NGOs (330). Of the total membership, 98 NGOs (30%) comprising of 53 INGOs (54%) and 45 NNGOs (46%) responded to the survey. The proportion of NNGOs which responded to the survey was low (21%) compared to INGOs (46%), and this is mainly due to their limited access to internet. (Table 1)

Table 1: Categories of NGOs

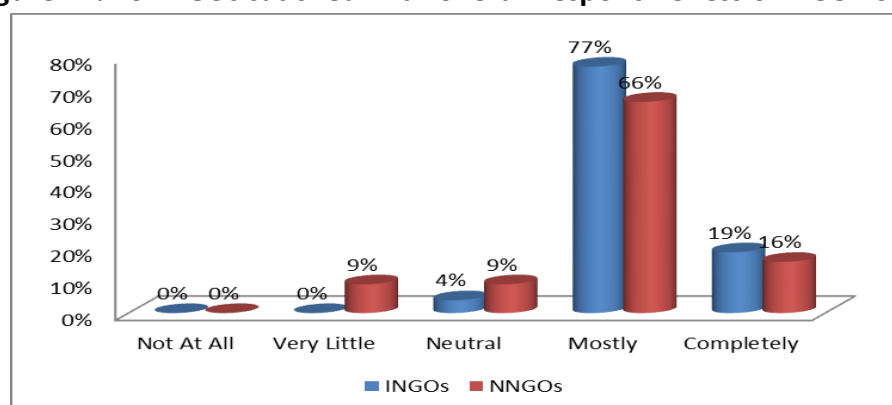
	INGOs		NNGOs		Total	
	No.	%	No.	%	No.	%
Surveyed NGOs	53	54%	45	46%	98	100%
Total Number of Members	116	35%	214	65%	330	100%
% of Surveyed NGOs to total number of NGOs in category		46%		21%		30%

4.2. Responsiveness of the NGO Forum to Members Needs

The NGO Forum provides services to support members to effectively deliver humanitarian responses to the people of South Sudan. The services are: (i) information sharing and coordination; (ii) safety and security; (iii) policy engagement; (iv) external engagement; and (v) networking and capacity building support.

Overall, the NGO Forum has been effective in responding to the needs and concerns of member organisations. This is confirmed by the survey which shows a very high percentage (90%) of the respondents being satisfied with the overall responsiveness of the NGO Forum to the needs and concerns of their organisation. Comparatively, CDs are more satisfied (96%) with the overall responsiveness of the NGO Forum to the needs and concerns of their organisations compared to NDs (82%).

Figure 1: % of NGOs satisfied with overall responsiveness of NGO Forum



Respondents were asked to share the three most important things that made the NGO Forum responsive to the needs and concerns of their organisation. The most important things, according to the survey, are Information sharing and coordination (32%), representation of NGOs with key actors including government authorities, donors, UN Agencies, IO authorities, etc. (28%), and security advising and crisis management (23%).

The 2017 Perception Survey was conducted for establishing baseline data against which the 2018 survey results are compared to assess changes. The comparison shows a 7% increase in the percentage of respondents who are satisfied with overall responsiveness of the NGO Forum to the needs and concerns of their organisation. (Table 2)

Table 2: NGO Forum Performance against milestone

Indicator	2017		2018		Remarks
	Baseline	Achievement	Milestone	Achievement	
% of NGO Forum members responding to an annual independent assessment indicate satisfaction with functions of NGO Forum/Secretariat	67	83	80	90	90%, exceeded expectation well

Respondents within the qualitative survey have expressed similar views about the responsiveness of the NGO Forum services to the needs of their organisation. They said the NGO Forum services are greatly aligned to the needs and concerns of their organisation. According to the respondents, the Forum served their organisations through the provision of responsive services and effective external engagement with key stakeholders (government, donors and UN).

The NGO Forum is doing well as a voice of NGOs both national and international. It is serving as an effective platform for information sharing and coordination. It has built good reputation with government and donors, and its relation with UN is improving. The Forum has been active in networking and external engagement, which created valuable opportunities for NGOs to freely interact with humanitarian actors. The NGO Forum has been effective in undertaking its policy engagement and representation roles aimed at expanding NGO space.

In 2018, the NGO Forum was a key reference point on main NGO issues for donors, government and UN. There is currently no confusion within external partners where they should go to get information on NGOs. Members, on their part, are benefiting from the services of the Forum. These are major achievements of the Forum in 2018. But, there is still room for improving the responsiveness of the NGO Forum to members' needs and concerns

especially in networking, capacity building, field level coordination, and sharing best practices support services.

4.3. Core services provided by the NGO Forum

As mentioned above, the core services of the NGO Forum are:

- (i) Information sharing and coordination services;
- (ii) Safety and security services;
- (iii) Policy engagement services;
- (iv) external engagement services; and
- (v) Networking and capacity building support services.

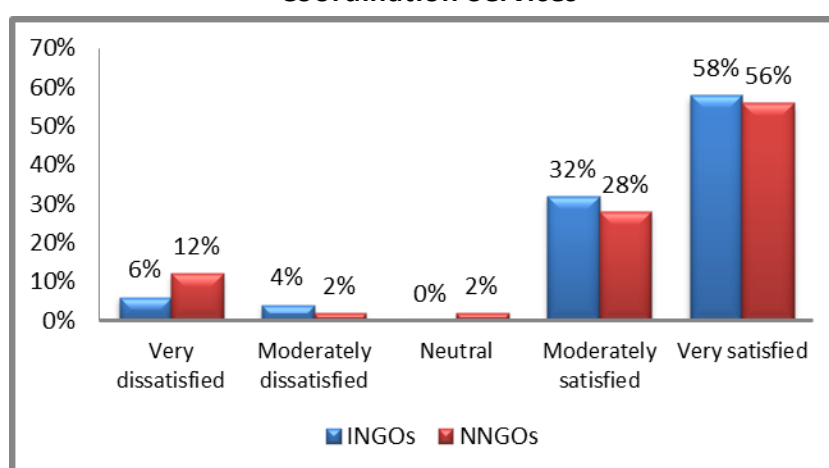
The survey findings with respect to the above five functions or services of the NGO Forum are presented as follows.

(i) Information sharing and coordination service

The NGO Forum manages an information network that is unique in South Sudan. It exists to ensure that there is effective and transparent sharing of information relevant to both its members and external stakeholders. Accordingly, the Forum is collecting and sending out a lot of information through its website and emails.

The Forum is doing well with the provision of information sharing and coordination services to members. A very high percentage (87%) of surveyed NGOs comprising of 90% INGOs and 84% NNGOs expressed satisfaction with information sharing and coordination services of the NGO Forum. (Figure 2).

Figure 2: % of NGOs Satisfied with Information Sharing and Coordination Services



Although the current level of satisfaction of members with information sharing and coordination service of the NGO Forum is still very high (87%), it has slightly dropped

compared to 2017 (91%). But, 2018 achievement (87%) exceeded the target set for the year (80%). (Table 3)

Table 3: Performance of the NGO Forum against milestone

Indicator	2017		2018		Remarks
	Baseline	Achievement	Milestone	Achievement	
% of NGO Forum members responding to an annual independent assessment indicates satisfaction with information sharing and coordination services of the Forum	67	91	80	87	87%, exceeded expectation, but dropped slightly compared to 2017.

Information sharing and coordination service of the NGO Forum is highly valued by members. Information shared by the NGO Forum includes government circulars, laws, surveys, calls for proposal, tenders, job advertisements, etc. Members are highly satisfied with the information sharing and coordination services of the Forum. It is considered by all partners as a good repository of accurate information about NGOs.

However, there are some IT issues that need to be addressed to make information sharing easier for members. A key informant said “As a lot of information is shared via skype and website, it not easy to navigate through all these pieces of information and get what you need. It takes longer time to find specific information. The NGO Forum needs to make it a bit clearer for people to get information they need without necessarily going through a complex process. E.g. if one wants information on taxation, he/she should be able to know exactly where to get that piece of information.”

To increase effectiveness of information sharing and coordination services, the NGO Forum needs to increase frequency of information sharing (27%), improve the FAQs page on its website (24%), ensure stronger moderation of skype groups (23%), and increase presence on social and public media (21%). The top two changes suggested by INGOs are stronger moderation (30%) and improving the FAQs page on the website (28%), while NNGOs consider increasing frequency of information sharing (35%) and increasing presence on social and public media (20%) as the most important changes needed.

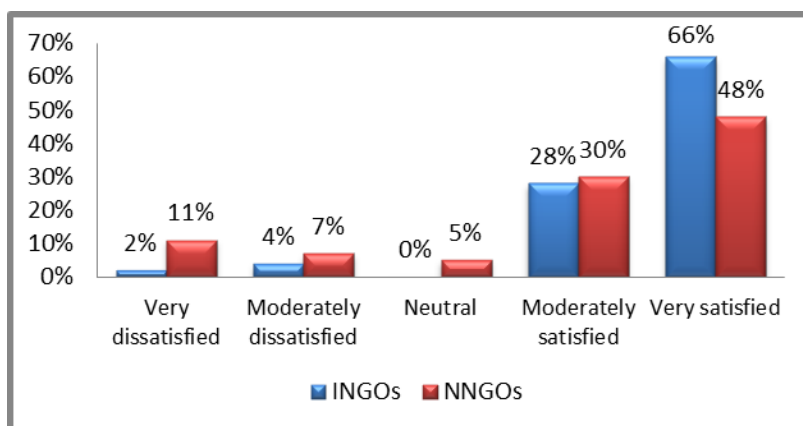
Different tools are utilized by the NGO Forum to communicate with members and external stakeholders. These are email, website, skype, and, to some extent, SMS text message. The use of these communication tools enabled the NGO Forum to expand its reach. The survey attempted to get members response on the effectiveness of these communication tools for sharing information and coordination. The results on these communication tools are presented below.

Email

Email is widely used by the NGO Forum to send/receive information to/from members and external stakeholders. Almost all (87%) of surveyed NGOs comprising of 94% INGOs and 78%

NNGOs are moderately or very satisfied with the frequency and relevancy of the content of information shared via email.

Figure 3: % of NGOs by their Level of Satisfaction with Email messages

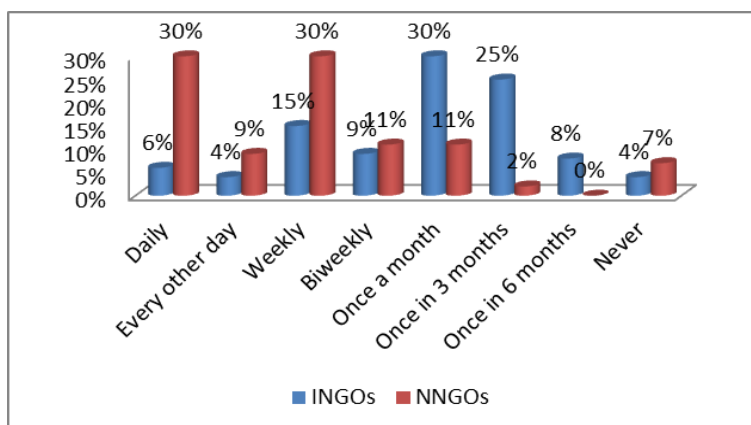


Website

The NGO Forum created a website to facilitate information sharing with members and external partners. Members said that the website of the Forum is quite good and contains a lot of useful information (laws, circulars, best practices, calls for proposal, job advertisements, tenders, briefs, etc.). The frequency of website visit is taken as a proxy indicator to get members assessment on the relevance and usefulness of NGO Forum website.

Of the total respondents, 16% visit the website daily, 6% visit every other day, 22% visit weekly, 10% visit biweekly, 22% visit the website once a month, 14% visit once in three months, 4% visit once in 6 months, and 5% never visited the website. Generally, NDs visit the website more frequently than CDs. For example, 69% of NDs visit the website at least once a week compared to only 25% CDs. The main reason given by those who visit the website less frequently is tight work schedule.

Figure 4: % of NGOs by Frequency of Website Visits

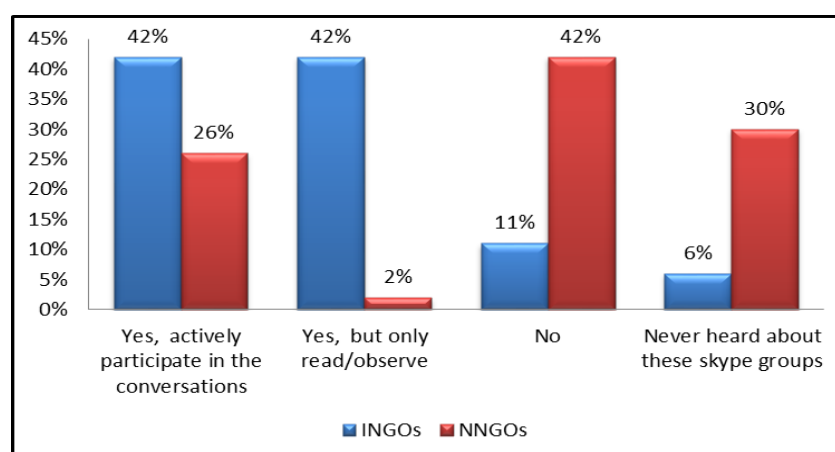


Respondents within the qualitative survey said that the website is good but a bit crowded and it is not easy to find older documents. A CD said “The Forum needs to do something to make it easy to get information from the website. For example, the Forum can think of creating folders to ensure easy access to key documents. This is especially important for older information. The NGO Forum needs to reorganise the website a little bit better.” For example, instead of uploading government circulars as they are, the Forum may need to rename the circulars in a standardised and consistent way to make it easier for members to trace them from the mass of information uploaded on the website.

Skype groups

The purpose of skype groups is to create a platform to enhance information sharing within the membership. However, the survey shows that most CDs/NDs are not actively engaged in skype group discussions. Only 34% of CDs and NDs claim to actively participate in skype group discussions, while 24% participate, but only read or observe conversations, 25% do not participate at all, and the remaining 17% said that they have never heard about skype groups. Participation of NDs in skype group discussions is significantly lower (28%) compared to CDs (84%) and this is mainly due to their limited access to internet.

Figure 5: % of NGOs by Participation in Skype Groups



The NGO Forum created different skype groups to facilitate information sharing within the membership. When CDs/NDs were asked about the participation of their colleagues (CDs, HR, finance, security) in other skype groups, 59% responded positively and the percentage of INGOs (81%) is higher than NNGOs (33%). But, only 36% of the respondents said that their colleagues participate actively in skype group discussions.

Although their active participation is limited, respondents have assessed skype group discussions as useful for information sharing. The survey shows that the great majority (70%) of the respondents evaluated skype group discussions as useful. The percentage is significantly higher for INGOs (85%) than NNGOs (45%). It is one of the main sources of security information for safety and security team of the NGO Forum.

Skype group discussions are less effective because issues are mixed up. One of the problems is that people raise issues that have no relevance to a particular skype group (E.g. HR issues are raised in CD skype group). There is also repetition of issues because different people raise the same issue and this makes the discussion less effective”

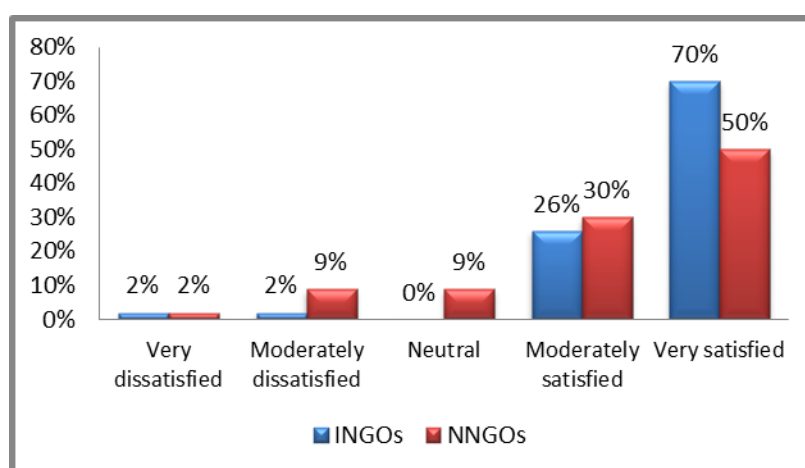
This is reiterated by a key informant who said “I participate in HR, CD, finance, and security skype group discussions. They are very useful but discussions are not focused. It is sometimes difficult to trace issues because of the mix of issues raised. There is need for better moderation. Besides, there is also a need to verify accuracy of information as anyone can put them. In fact, there is a lot of information sharing but most members are reactive and need to be more proactive.”

According to the survey, the effectiveness of skype group discussions can be enhanced by improving the moderation of skype groups and sharing skype groups’ protocol more regularly. There is also a need to put FAQs to avoid repetition of issues in skype group discussions. If possible, the Forum may need to try to find an IT solution to help members easily trace information they need from what is shared in skype group discussions.

(ii) Safety and security

The safety and security services of the NGO Forum are provided on a regular basis (daily, weekly and monthly) in the form of updates and briefings. Members are highly satisfied with these services. The survey shows that 89% of the respondents comprising of 96% INGOs and 80% NNGOs are satisfied with the safety and security services of the NGO Forum. (Figure 6)

Figure 6: % of NGOs Satisfied with Safety and Security Services



The result of the current survey is compared with the baseline data (2017 survey) to assess improvements in the Forum services. As shown in the table below, the safety and security services of the NGO Forum improved in 2018 (89%) compared to 2017 (80%). The result of

the current survey (89%) also shows that NGO Forum safety and security services exceeded 2018 milestone (80%). (Table 4)

Table 4: Performance of the NGO Forum Safety and Security Services

Indicator	2017		2018		Remarks
	Baseline	Achievement	Milestone	Achievement	
% of NGO Forum members responding to an annual independent assessment indicate satisfaction with safety and security services of the Forum	67	86	80	89	89%, exceeded expectation, and slightly improved compared to 2017

The qualitative survey also shows that members are satisfied with the safety and security services of the NGO Forum. Key informants have said that the safety and security team of the NGO Forum is doing well. They view the services of the team as helpful. They assessed daily and weekly security updates as good. They believe that the security report of the NGO Forum has improved in 2018. They have also said that security website is great and contains useful information. Overall, the qualitative survey shows that there is good flow of security information between the Forum and members.

As mentioned earlier, the NGO Forum shares daily, weekly and monthly safety and security updates with members. Almost all (97%) of the respondents have said that the NGO Forum safety and security updates and reports are useful for programming and movement planning. They are easy to read and understand even for somebody with no security background; they are brief and non-technical. The reports are particularly strong in incident reporting. But, the team needs to improve its weekly briefings to give information that is not shared through its weekly updates.

Relocation and evacuation service is a vital and highly relevant support offered by the NGO Forum to its members. CDs and NDs feel that the NGO Forum is coordinating well with the UN to evacuate NGOs staff. About two-thirds (67%) of the respondents assessed relocation and evacuation services as useful with slight difference between INGOs (67%) and NNGOs (65%).

In describing the usefulness of the safety and security services of the NGO Forum, a CD said “The safety and security team is supportive. They provide real time and targeted information. They are open and share information very quickly. Relocation service is very useful. Security analysis could be a bit better especially at macro level to help members understand the overall context of South Sudan better. They have to make sure they complement with INSO. I do not really worry about overlaps as long as there is no gap. They should collaborate and work well together.”

There is definitely a need to make division of labour between the NGO Forum and INSO based on their comparative strengths. The NGO Forum is good in incident management, contingency planning and evacuation while INSO is good in data/trend analysis. INSO is very good at security reports in terms of providing deeper analysis on trends and hot spots. This is because they are better resourced in terms of staffing. INSO is also good on training. This may particularly be very useful for NNGOs faces greater risks due to security gaps. They do not get safety and security training due to lack of resources. This is an area where INSO can be effectively engaged. The training should target NNGOs operating at national and state levels.

The security services of the NGO Forum and INSO will continue to overlap as long as long as security reporting is done by both. However, there are areas where the NGO Forum and INSO can work together. These are:

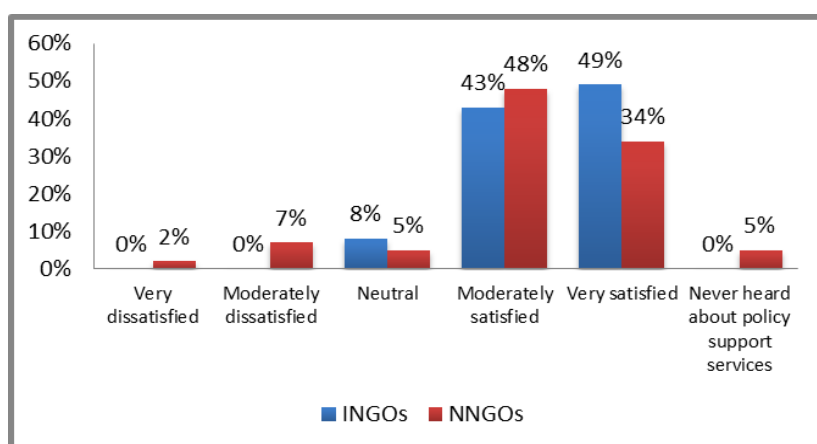
1. The NGO Forum and INSO have already started sharing information at the CD and security focal point level. This needs to be expanded and standardized for better results.
2. The NGO Forum and INSO need to work together to expand field presence to ensure better collaboration in checking the accuracy of information shared.
3. INSO has operated in different countries and has global experience. The NGO Forum needs to engage INSO to facilitate sharing of best practices in safety and security.
4. The NGO Forum and INSO can work together to build a strong case to advocate for more protection resources for NGOs. Donors know that NNGOs will soon be talking louder demanding more protection resources and will be harder to push them back.
5. The NGO Forum and INSO can also collaborate in offering advisory services to NGOs to enable them know what to do when security situation changes.

At the time of the Survey, initial discussions were also taking place between the NGO Forum Secretariat and INSO to ensure complementarity, consistency of approaches and avoidance of duplication or confusion to NGO members.

(iii) Policy engagement

The NGO Forum policy engagement with government, donors and UN is generally assessed by members as good. The survey shows that policy engagement service of the NGO Forum has improved in 2018. Of the total respondents, 87% of NGOs are moderately or very satisfied with the policy engagement service of the NGO Forum and the percentage is higher for INGOs (92%) than NNGOs (82%).

Figure 7: % of NGOs by Satisfaction Level with Policy Engagement



When asked to rate the timeliness of NGO Forum's policy engagement on various issues affecting members, 19% said excellent, 43% said good, 22% said satisfactory, 13% said fair, 1% poor and 2% said "I do not know. The survey also shows that CDs (66%) seem to be more satisfied with the timeliness of the NGO Forum's policy engagement compared to NDs (57%).

There is significant improvement in the level of satisfaction of NGOs with the policy engagement service of the NGO Forum. The level of satisfaction increased by 18% in 2018 (87%) compared to 2017 (67%), and exceeded the 2018 milestone by 7% (Table 5).

Table 5: Performance of the NGO Forum Policy Engagement Service

Indicator	2017		2018		Remarks
	Baseline	Achievement	Milestone	Achievement	
% of NGO Forum members responding to an annual independent assessment indicate satisfaction with policy engagement service	67	69	80	87	87%, exceeded expectation, and significantly improved compared to 2017

Policy engagement is an important but challenging function of the NGO Forum as making all members agree on an issue is quite a task. This is because the NGO Forum is a coordination body and has no power to force members to agree on an issue. As a democratic organisation, members are free to decide how to deal with a particular issue. Each NGO has its own policy agenda and adopts a unique approach on how to advance them. It is hard for the Forum to make all members agree on an issue, and it is even harder to make them follow what they have agreed. But the NGO Forum is trying to reach consensus on common issues, which is positive. Its policy engagement is generally assessed as good but skewed towards administrative issues (tax, work permit, bureaucratic impediments, etc.). Members said that, while it is important for the Forum to advocate for improved regulations, it should

not lose sight of the more substantive issues with far-reaching implications on humanitarian operations.

Policy engagement of the NGO Forum can be looked at two levels, namely engagement with government and engagement with international partners. The assessment of these engagements is presented as follows:

Policy engagement with government

Policy engagement with government is a very useful and essential function of the NGO Forum because members need to act collectively to be in a stronger position on issues that affect NGOs. Relation with government has improved drastically over the past years. This is a result of the efforts of the NGO Forum particularly the Director.

Government officials are now more accessible to the NGO Forum. They seem to value the importance of the NGO Forum as a collective voice of NGOs. Government authorities readily agree when requested for meetings (e.g. the meeting called by the Minister of Humanitarian Affairs which was attended by Inspector General of Police, RRC, Mayor of Juba, etc.). National Revenue Authority (NRA) officials have come to the Forum to do presentation on taxation to members.

Overall, the NGO Forum is doing well in its engagement with government. The recruitment guideline is a good example of the Forum's effective policy engagement with government. It is aimed to ensure non-interference of authorities on NGOs HR issues. The guideline is very useful as it will help NGOs avoid HR disputes with government authorities. What is even more encouraging about this particular engagement is that the Ministry of Labour (MoL) decided to actually own the recruitment guidelines and disseminate it as its own product. This is the result of the influence and positive policy engagement of the NGO Forum with government. Personal Income Tax (PIT) is another issue where the NGO Forum's engagement with government has produced positive result. The Ministry of Finance (National Revenue Authority) has agreed to rescind its previous position of retroactively applying personal income tax (PIT) on international staff. Instead, PIT will now be applied as of January 2019. This is a result of effective policy engagement efforts of the NGO Forum.

While the NGO Forum is doing well at national level, NGOs continue to face bureaucratic impediments at local level. This is because the local officials do not strictly follow government policies and continue to obstruct humanitarian operations. There is no consistency among the local officials in interpreting government policies. NGOs operating in IO areas are also affected by the inconsistency of the regulations applied by ROSS officials. This is mainly a result of poor communication between HQ and state/local offices in both government and IO areas, resulting in NGOs activities being affected. The NGO Forum needs

to work with relevant authorities to bring all key government and IO officials for a workshop to take them through the relevant laws (NGO Law, taxation circulars, labour law, etc.). This is important to promote consistency in the application of government laws and circulars and prevent or minimise bureaucratic impediments.

Another concern raised with regard to policy engagement with government is delay in closure. Respondents within the qualitative survey have said that policy engagement with government is taking longer time. While this concern may not be entirely baseless, it needs to be weighed in terms of the longer time that government offices take to revise and adopt policies. As policy formulation process in government takes time, the NGO Forum needs to take a cautious approach in dealing with government as trying to rush it may be counterproductive. It is also important to be mindful of the difficult relations the Forum had with government in recent years.

Policy engagement with international partners

The NGO Forum policy engagement with international partners has been quite good. This function is aimed to address internationals on issues that affect NGOs. As a result of the Forum's constructive engagements, international partners have accepted the Forum as the best single voice for NGOs.

In 2018, the NGO Forum has improved on evidence-based advocacy and positioning itself on key humanitarian issues. A SC member said that "The voice of the NGO Forum now carries weight within the humanitarian community. The Forum has prepared good position papers on **Cost Efficiency** and **Unintended Consequences**. These papers were prepared to influence discussions at international levels. They generated interest at the global level and are widely referred by interactional actors. We tried to trace the flow of humanitarian aid to the ground. This is a major development that greatly improved the image of the NGO Forum as a voice of reason within the humanitarian actors. However, we need to work with global NGO networks to increase pressure and amplify our voices."

The **Cost Efficiency** paper is not entirely aligned to the UN approach. It was prepared to serve as an advocacy for change and use as leverage in engaging with UN and donors. The paper gained a lot of traction and attention and made some movement in the HQs of international organisations. But it takes time to change a huge organisation like the UN.

The paper on **Unintended Consequences** was prepared to advocate for increasing humanitarian funding to the people of South Sudan. It was also aimed to advocate for high level coordination among humanitarian actors to mitigate problems related to humanitarian operations. This paper gained traction globally and saved humanitarian funding for South Sudan from being cut which is positive.

A respondent within the qualitative survey said “Unintended Consequences was well written and resonated well with international actors across the globe. This is the right thing for the NGO Forum to do. Cost efficiency paper has some good information, but is not well organized. The Forum needs to continue to put its views on paper and share it. It is always good to get its message heard. But the NGO Forum also needs to understand how UN Agencies operate.”

The Forum should have to work on important humanitarian issues to frame conversation/discussions and engage all humanitarian actors to pull or push together. This must be done in collaboration with donors and UN. By preparing position papers, the NGO Forum is trying to get the backing of donors in its engagement with UN. Through its active networking activities, the Forum has now better influence within the donor community. As a result, donors are backing the Forum on different issues that affect NGOs (e.g. PIT).

However, while the NGO Forum needs to work on administrative issues, it should also focus on the more substantive issues. The position papers developed by the NGO Forum are good and contributed to improving the image of the NGO Forum. But, the Forum needs to do more in terms of focusing its attention on more strategic/substantive issues such as: (i) new approaches for humanitarian responses in South Sudan; (ii) resettlement of returnees - how NGOs can contribute to resettlement efforts; (iii) consequences of the decision made by UNMISS to close POCs; (iv) peacebuilding - how to support peace building through humanitarian interventions (e.g. how NGOs can leverage on food assistance in South Sudan); (v) Resilience – how to implement integrated resilience package in a given geographical area to maximize impact.

A representative of a UN Agency said “The NGO Forum is a good partner and can help in setting agenda that takes into account the concerns of NGOs. We want to see more work from the NGO Forum on how to operate localization of aid and resilience. NGOs can take the lead on this because they know the local context better. The Forum can flag themes and issues and spell out how they can be rolled out. The UN expects the NGO Forum to have a fresh look on how humanitarian responses can be delivered in a principled manner. We would like to see new, well-conceived and articulated approaches to deliver humanitarian operations in South Sudan. The NGO Forum has huge expertise within its membership and can organize thematic groups to develop documents on humanitarian issues and share them with partners. Once this is done, then these documents can be the basis for discussions and other partners can give inputs to enrich them. These documents can be adopted by UN agencies and donors in shaping their humanitarian and development strategies. For example, the NGO Forum has an opportunity to contribute towards the preparation of our country strategy programme. We need inputs from stakeholders.”

Whose responsibility is policy engagement function of the NGO Forum?

The NGO Forum needs to make policy engagement process more participatory and inclusive. Policy conversations need to start within the SCs and later shared with wider membership. This can help the Forum to make good use of the expertise available within the wider membership. Once it is fully developed and approved by the Forum, then it is disseminated to outside actors. Policy engagement with government is mainly the responsibility of Secretariat. But the INGOs and NNGOs SCs have to own them. They should be engaged.

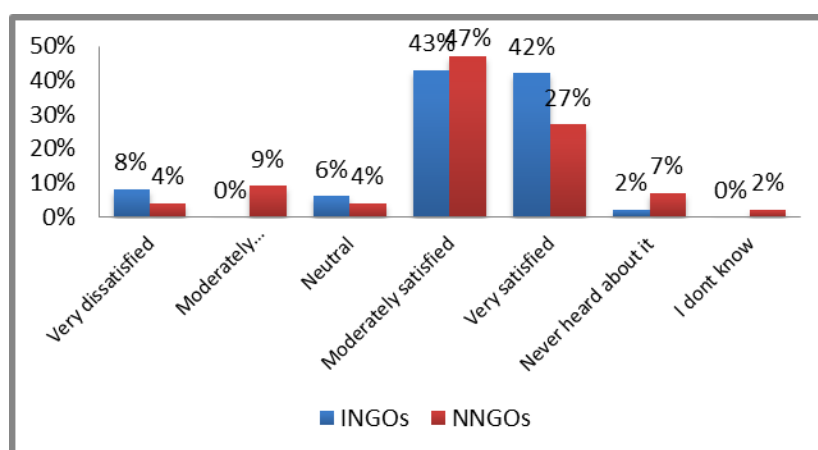
A CD said “The two position papers were prepared by INGOs SC. But, policy development should not be viewed as the sole function of SCs. CDs should also take initiative to propose issues for policy. We do a lot of firefighting and we are quite reactive. We have little time for systematic thinking. We are under-resourced. There is a need for CDs to step up in policy issues.” To this end, the SCs need to improve their communication with CDs/NDs. They need to improve information sharing with members on more substantive issues.

Respondents within the qualitative survey said that the NGO Forum is doing well in terms of drafting policy documents. But it is important to ask “what is the outcome of the position papers?” “What has changed as a result of the position paper?” Thus, the NGO Forum needs to focus on outcomes so that if it does not see any changes, then it drafts new position papers to advocate for less or more, depending on circumstance. The Forum needs to be strategic in its follow up to ensure closure of policy engagements. At present, CDs believe there is a gap in following up policy papers disseminated to external actors.

(iv) External engagement

External engagement is extremely vital service for members. Relations with government, donors and UN have improved in 2018. External actors have become more receptive to the voice of NGOs. According to the survey, 80% of surveyed NGOs comprising of 85% of INGOs and 74% of NNGOs are satisfied with the external engagement service of the NGO Forum. The remaining 20% comprises of those who are dissatisfied (10%), neutral (5%), “Never heard about it” (4%) and “I do not know” (5%).

Figure 8: % of NGOs Satisfied by External Engagement Service



There is significant improvement in the level of satisfaction of NGOs with the external engagement service of the NGO Forum. The level of satisfaction increased by 18% in 2018 (80%) compared to 2017 (62%) and exceeded the 2018 milestone by 7% (Table 6). This is another area where the NGO Forum has made significant progress in 2018.

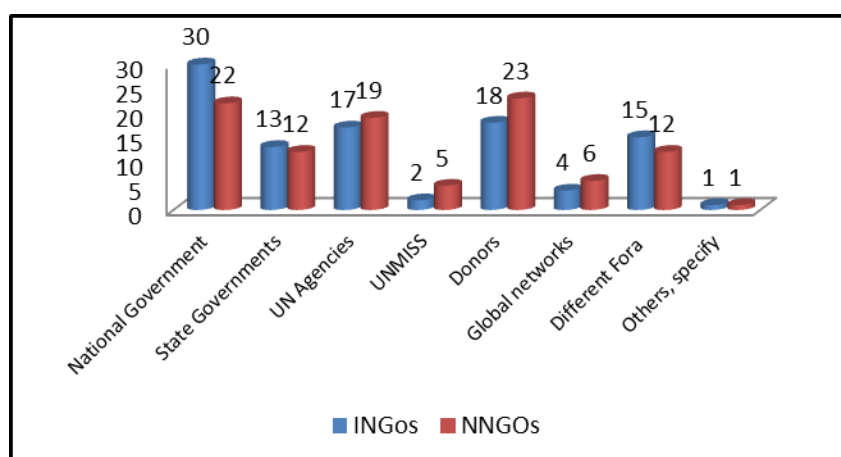
Table 6: Performance of the NGO Forum External Engagement Service

Indicator	2017		2018		Remarks
	Baseline	Achievement	Milestone	Achievement	
% of NGO Forum members responding to an annual independent assessment indicate satisfaction with external engagement service	67	62	80	80	80%, met expectation, and represents significant improvement compared to 2017

A SC member said “Because I am in the INGOs SC, I know that the NGO Forum is doing a good job in its external engagement with key actors, and this has lessened the load of individual organisations. But, it is hard for members to see it as they are not briefed well on external engagement. So it is not visible to members.”

The NGO Forum engages with external stakeholders namely government, UN and donors. The survey shows external engagement with central government (26%) to be the most impactful and useful engagement, followed by donors (20%), UN Agencies (18%), different forums such as HCT, ICWG, SMT, UNHAS, etc. (14%), state governments (12%), global networks (5%), UNMISS (4%) and others (1%).

Figure 9: % of NGOs by most impactful external engagement



The reasons given by the respondents for ranking NGO Forum external engagements in the above order are: (i) NGO Forum is able to influence decision making and policy (19%), serves as a channel of sharing relevant information (18%), NGO Forum 's voice is respected (16%), facilitates an enhanced coordinated responses (15%), ability to address any issues at national and sub-national levels (14%), provides opportunities for networking (12%), and creates opportunities for capacity building support (6%). (Table 7)

Table 7: % of NGOs by reasons given for the impactful external engagement

Why do you think the NGO Forum external engagements chosen above as the most impactful or useful for your organisation?	INGOs	NNGOs	Total
NGO Forum 's voice is respected	18	15	16
NGO Forum is able to influence decision making and policy	20	18	19
Serves as a channel for sharing relevant information	19	16	18
Provides opportunities for networking	10	14	12
Facilitates an enhanced coordinated responses	18	12	15
Ability to address any issues at national & sub-national levels	13	15	14
Creates opportunities for Capacity building support	2	10	6
Total	100	100	100

The NGO Forum external engagement with key stakeholders is good. When asked whether the engagement of NGO Forum Secretariat and Steering Committees with key stakeholders have resulted in the protection of NGO space in South Sudan, 54% of the respondents said “mostly”, 43% said “to some extent” and the remaining 3% said “I do not know”.

The three most important things that made the Forum’s external engagements effective are: (i) representation with government authorities (28%); (ii) meeting with donors and UN Agencies (26%), and convening meetings of NGOs on relevant issues (24%).

External engagement With Government

The NGO Forum is doing well with its external engagement functions especially in strengthening coordination with government. It is accepted by government authorities as a voice of NGOs. External engagement with government, especially with RRC, National Revenue authority, Ministry of Labour, Ministry of Interior, the National Police particularly Inspector General of Police, is good mainly as a result of the Director's efforts.

Engagement with government is strong at national level. But NGOs also face more bureaucratic impediments at local levels. Some of the impediments are faced because of delays observed in disseminating government policies to local authorities. As the NGO Forum has no representation at subnational levels, its level of engagement with local officials is low. This is true in both government and opposition controlled areas. Because IO has less presence in Juba, it has been a challenge to improve coordination with ROSS. With engagements that started in October 2018 as a result of informal humanitarian dialogue held in Dar es Salaam that brought together South Sudan warring parties and NGO Forum and OCHA, the NGO Forum is able to raise issues affecting NGOs with ROSS authority. Consolidation of these initial engagements should enable the Forum have substantive working relationships and tackling of existing or emerging issues.

External engagement with UN

The NGO Forum is working jointly with UN for collective action. This is vital as UN has power and influence. It is good for the NGO Forum to have the UN on its side because UN has more leverage against the Government. The NGO Forum has been effective representing NGOs in different forums. The SC members and Secretariat attend every meeting with UN. In HCT, the NGO Forum is represented by the SCs and Secretariat. But, it is still struggling to have its concerns and issues effectively heard in HCT meetings and shaping the HCT discussions which are still seen by NGOs as very much dominated by UN.

However, this view is not shared by UN Agencies. They feel that the SCs and Secretariat are well respected and are adding value to HCT meetings. A UN representative said "The NGO Forum is well represented in HCT. The representatives of the NGO Forum are knowledgeable and are well respected in HCT meeting. They come well prepared to HCT meetings. A lot of input is coming from them. They freely raise their issues and concerns and get engaged in the deliberations of the meeting. They ask good questions. I believe NGOs are given enough space in HCT. For example, NGO Forum representatives in UNMISS working group are making a lot of contribution and are well respected by that group." Perhaps the key issue here is that there is need for NGOs and UN Agencies to have the same optics in regard to their participation in HCT meetings.

Most respondents agree that there is improvement in the way NGO concerns and issues are discussed in HCT. A CD said “Engagement in HCT improved in 2018. But, we still need to be more proactive in setting agenda. At present, we are not doing enough to ensure that important issue, which affect NGOs are included in HCT agenda.”

The NGO Forum is currently seen as having limited influence at the HCT level. Part of the problem is internal because the SCs of NNGOs and INGOs are not going to HCT meeting well prepared. NGO Forum representatives go to the HCT meeting to attend with no input in the agenda and influence in the deliberations and decision made at that level. This is preventing the Forum from achieving much in HCT in certain respects or in regard to certain issues. Thus, the NGO Forum needs to make changes in its strategy to improve its influence in agenda setting and decision making in HCT. It needs to develop a plan of action to be more effective at the HCT level. The Secretariat and SC need to work for sensitization at HCT level. Both INGOs and NNGOs should have to agree on what issues to raise in HCT meeting. The SCs of NNGOs and INGOs need to work together to have one voice in HCT meeting. There is a need for more interaction between the two SCs, better communication with members, setting clear targets for engagement in HCT, having a strategy to make HCT more balanced with the support of donors, etc.

External engagement with donors

The NGO Forum has good relations with donors and enjoys their strong backing. Donors view NGO Forum as a credible representative of NGOs, both national and international. They also know that it has correct information about NGOs; the Director is a key source of information for donors on NGO issues. Donors know that the Forum has good access to government offices.

Moreover, donors want to see the NGO Forum to become more vocal and proactive in its engagement with the UN. CDs/NDs believe that UN Agencies understand that the NGOF has good influence within the donor community and cannot afford to ignore NGO issues. As a result, they have started engaging in serious discussions with the NGO Forum.

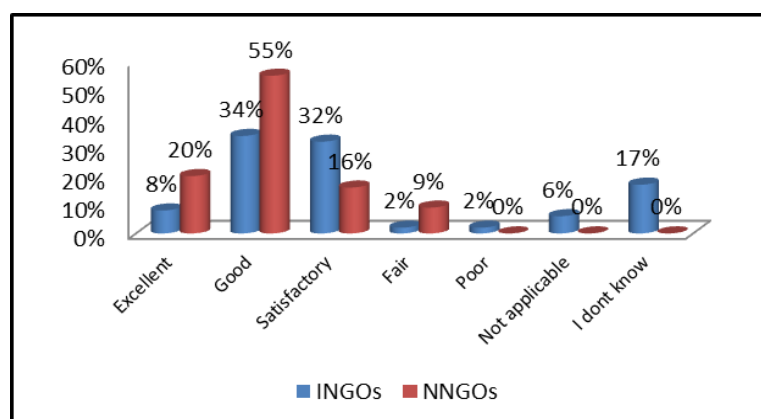
Almost all key informants believe that the effectiveness of the external engagement of the Forum largely revolves around a single personality - the Director. They feel that overdependence of the Forum on a single personality is risky and call for its institutionalization. There is a need to institutionalise the NGO Forum’s external engagements, demanding as this process might be.

(v) Networking and capacity building

The NGO Forum aims to create better opportunities for NNGOs through the provision of capacity building and networking services. The survey shows that 61% of the respondents are satisfied with the networking and capacity building support services of the NGO Forum.

A higher percentage of NGOs (68%) expressed satisfaction with networking and capacity building support services compared to INGOs (56%).

Figure 10: % of NGOs Satisfied with Networking and Capacity Building Support services



The level of satisfaction (61%) of NGOs with the networking and capacity building support services of the NGO Forum fell short of expectation (80%). It has declined by 6% in 2018 (61%) compared to 2017 (67%). (Table 8)

Table 8: Performance of the NGO Forum Networking and Capacity Building Services

Indicator	2017		2018		Remarks
	Baseline	Achievement	Milestone	Achievement	
% of NGO Forum members responding to an annual independent assessment indicate satisfaction with networking and capacity building support services	67	69	80	61	61%, significantly fell short of expectation, and dropped compared to 2017

A. Capacity building support

Capacity building support is a very important function of the NGO Forum and is priority for NNGOs because they rely on short term funding, which does not allow them to invest resources on organizational capacity building. NNGOs vary widely in their capacity levels. It is a collection of a small number of strong NNGOs, many medium NNGOs, and a small number of start-ups. The capacity building support of the Forum targets medium and small NNGOs.

The 2017 Perception Survey informed the NGO Forum of the capacity gaps of NGOs. Accordingly, the NGO Forum has organized a series of training programmes aimed to strengthen the capacity of local staff of NNGOs and INGOs in a wide range of areas. These include project, HR, finance, M&E, leadership, communication, safety and security,

programming and accountability, and sector-specific skills in food security, camp management and camp coordination. In addition, the NGO Forum provided Quick Book software to 100 NNGOs. ACTED has also done a good job in capacity building by providing training to NNGOs and national staff of INGOs.

The training support helped beneficiary NGOs to improve their organisational capacity. The survey shows that the most valued capacity building support services received by members are: training (32%), sharing best practices (32%), and sharing assessment and evaluation reports (20%). When asked to indicate the most important capacity building support service, the highest percentage of INGOs (35%) and NNGOs (36%) selected sharing best practice and training, respectively. However, the capacity building support provided by the Forum has not been structured.

B. Networking

The NGO Forum is making some progress in providing networking service to enhance INGOs-NNGOs partnership. These include exposition, social event, peer-partnering, etc. For example, expo gave good exposure to NNGOs and paved a way for partnership. The networking services of the NGO Forum helped a sizeable number of NNGOs to get access to donors, UN and INGOs. The support also helped many NNGOs create partnership with INGOs or stronger NNGOs and learn from their experiences.

B.1. Social event

The NGO Forum organizes social events to create space on an informal setting for NGOs to meet and have conversation with donors, UN and government. The social events held in 2018 gave opportunity for NNGOs to freely interact with donors, UN and INGOs. It is widely viewed as an effective platform to improve interaction of NNGOs with INGOs, government, UN and donors and forge the spirit and practice of teambuilding and joint working in saving lives and improving lives of the populations in need.

B.2. Exposition

In 2018, the NGO Forum held its third exposition which was well attended by internationals. Participation of NNGOs (109) in the 2018 expo exceeded the Forum's expectation. Expo created a good opportunity for NNGOs to promote their organisation and services to UN, donors and INGOs. It is viewed as one of the resource mobilization support services offered to members. The NGO Forum also used the occasion to sensitize the general public about the humanitarian role of NGOs in South Sudan, which is believed to have contributed to improving the image of NGOs.

B.3. Resource center

Many of the small NNGOs are not well connected to internet and, as a result, are not able to benefit from information sharing service of the NGO Forum. The establishment of the

resource centre has allowed these small NNGOs to get access to internet to share information, prepare project proposals, respond to queries, communicate with their field staff, etc.

B.4. Internship

Internship is a good initiative aimed to create opportunities for young South Sudanese to gain NGO experience. In 2018, 90 candidates got enrolled with the Forum, of whom 70 (23 in the first round and 43 in the second round) were placed as interns. Of the 70 interns, 21 got hired by NGOs, which is quite encouraging. The internship programme provides young South Sudanese graduates with work experience and employment opportunities in the NGO sector.

C. Resource mobilisation

Funding is the biggest challenge for NNGOs operating in South Sudan. The NGO Forum is trying to support resource mobilization efforts of NNGOs by sharing information (calls for proposal, availability of funding, etc.), expo, social event, engagements with donors and UN Agencies, etc. When asked whether NGO Forum supported their organization's resource mobilization efforts, 11% of the respondents said mostly, 44% said "to some extent", 36% said "not at all", and the remaining 8% said "I do not know". Overall, 68% of NNGOs and 46% INGOs have received resource mobilization support from the NGO Forum. The support is provided mainly through information sharing, networking/ social events, engagement in different fora/clusters, creating access to humanitarian fund, and training.

The most reliable sources of funding for NGOs in 2018 was bilateral (31%) followed by multilateral donors (30%), South Sudan Humanitarian Fund (16%), private donors (15%), and others (7%). The most reliable source of funding for INGOs is bilateral donors (39%) while for NNGOs it is multilateral donors namely UN Agencies (30%).

As a result of its successful engagement with UN agencies, allocation of SSHF to NNGOs has slightly increased from 28% in 2017 to around 30% in 2018². This can be attributed to the effective engagement efforts of the SC and Director of the NGO Forum.

(vi). Sharing Best Practices

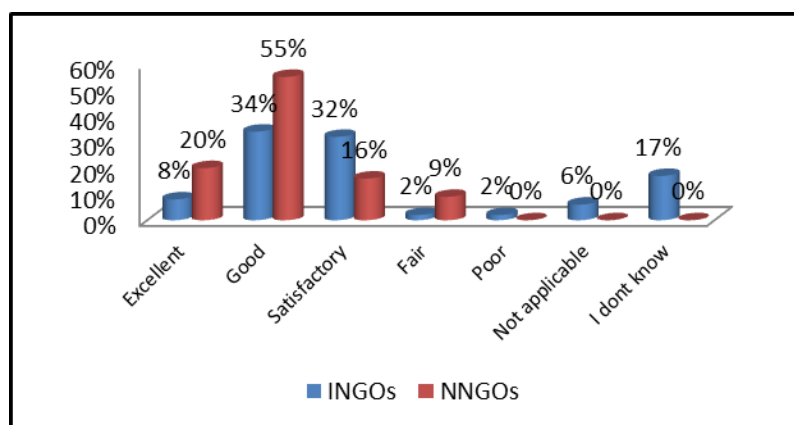
There is no much improvement with regard to sharing best practices support of the NGO Forum. The limited best practices shared by the NGO Forum in 2018 are humanitarian principles (30%), resilience network (20%), sharing and promoting best practices on conflict sensitivity (11%), resource center (8%), training on conflict sensitivity, gender/protection integration and mainstreaming, and other related topics (5%), internship initiative (5%), and

² This is an estimate and the final figure will be obtained once the SSHF report is finalised.

advocating for prevention of sexual exploitation and abuse policies (5%). Sharing best practices is done through presentations by members and external partners on selected topics in monthly meetings. Documents were also shared among the membership to allow learning. Selected documents were uploaded on the website for all to learn from them.

The NGO Forum is still struggling to improve sharing best practices, and members are yet to gain significant benefits from this service. The survey assessed the quality and usefulness of NGO Forum best practices service in improving delivery of interventions. Of the total respondents, 13% evaluated the service as excellent, 43% as good, 25% as satisfactory, 5% as fair, 1% as poor, 9% said “I do not know” and 3% said “not applicable”. The percentage of respondents who evaluated sharing best practice service of the NGO Forum as excellent or good slightly increased in 2018 (56%) compared to 2017 (53%). The NGO Forum needs to do more to improve sharing best practices within the membership.

Figure 11: % of NGOs Satisfied with Sharing Best Practices

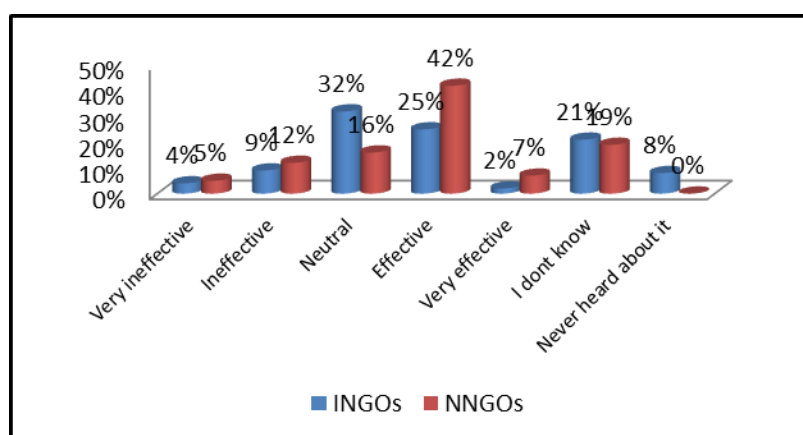


4.4. Field level coordination

Field level coordination of the NGO Forum is aimed to identify and strengthen existing coordination mechanism at state level. In 2018, the Forum established three coordination networks in Nimule, Yei, and Bor. The support provided includes furniture, office equipment and solar panel. The aim is to create a space for NNGOs to meet and share information.

However, the work of strengthening field level coordination is affected by lack of funding and the restructuring of state administration which resulted in the creation of 32 states. The survey shows that only 36% of the respondents comprising of 27% INGOs and 49% of NNGOs assessed field level coordination as effective.

Figure 12: % of NGOs Satisfied with Field Level Coordination



A ND said “Not much is done this year in terms of field level coordination. State coordination is not active. There are no functional field coordination mechanisms at state level. The NGO Forum needs to reactivate and strengthen the networks because NNGOs operating at state level have a lot of issues (access) that can only be dealt through better coordination. The state coordination has to be revitalized.”

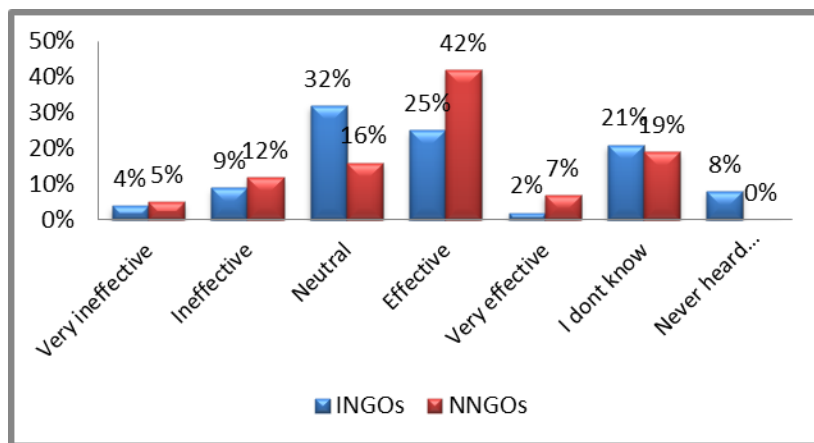
The survey shows that factors which negatively impacted field level coordination are: (i) communication gap (21%), insecurity (16%), lack of dedicated field focal points for effective coordination (16%), limited internet access (15%), poor telephone networks (10%), resource constraints (9%), lack of leadership (6%), and lack of ownership (5%).

4.5. Steering Committees

The NGO Forum has two steering Committees namely INGOs SC and NNGOs SC which assume policy making and oversight responsibilities in addition to their representation roles. The General Assemblies of NNGOs and INGOs elect their respective SCs composed of 10 members each. The two SCs in turn form the Joint Steering Committee (JSC).

The effectiveness of the NGO Forum SCs greatly depends on the commitment and cohesiveness of the SC members. The responsiveness of the steering committee to members and its constituent is not highly rated by surveyed NGOs. Of the total respondents, 53% of the NGOs rated the SCs as responsiveness and the percentage is higher for INGOs (54%) compared to NNGOs (50%).

Figure 12: % of NGOs Satisfied with Field Level Coordination



A CD said “I am happy to be in the steering committee to serve the NGO community. I want to serve because I believe in collective voice. It is a tough job and takes a lot of time. It takes time from my organizational duties - may be up to 10 to 15% of my time. This is the reason why not many CDs want to be in the SC. This year, only 13 CDs nominated themselves for nine SC positions - one seat is reserved for the host organisation. It is good to work towards gender parity in SC membership.”

The SCs are doing their best in performing their representation role in the various meetings especially HCT, ICWG, and POCs Working Group. They are however not effective in briefing members about the deliberations and decisions taken in the different meetings. Position papers drafted by the INGOs SC are not shared with NNGOs SC and the wider membership. Members expect the SCs to improve information sharing by standardising reporting methods.

The SC needs to improve in engaging members and feed them with information. The SC has already decided to discontinue the constituency system as it did not work quite well. Only 49% of members and 55% of SC members know their constituents. The SC decided to form thematic based working groups to replace the constituent system. The SC needs to do more in engaging members. One of the means could be skype group discussions but it needs to work to analyse discussions to identify burning issues. The focus should be on strategic and long-term issues that have far-reaching implications on NGOs. The Forum can then do analysis on the issues and see what its position is.

Joint Steering Committee

Joint Steering Committee has not been consistent. JSC meeting is still a challenge and not much has improved in 2018. JSC meeting was agreed to take place every two months, but only one JSC meeting took place since April 2018. The main problem is quorum as attendance is low. The two SCs are not working as a team in spite of being one body.

Members feel that their issues are not the same. There is hardly little interaction between the two. There is no structured engagement. Theoretically, they have half an hour session before the HCT meetings, but that did not happen practically. This is partly because they have not been effective at the HCT level.

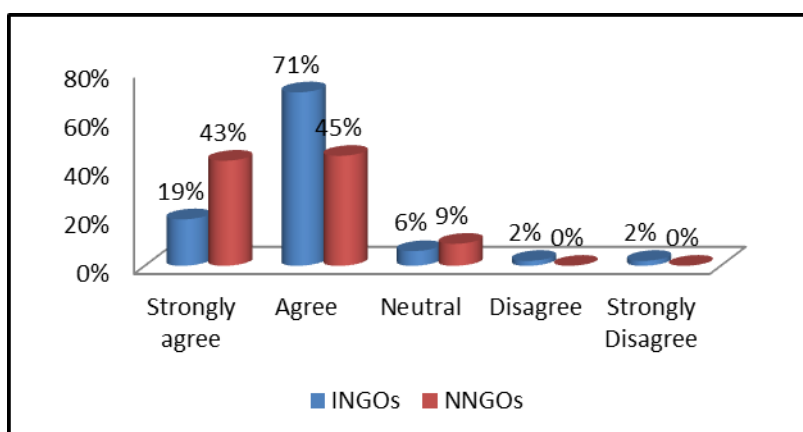
Integration of the SCs of INGOs and NNGOs still a challenge. There is feeling that the NGO Forum is driven by INGOs. Most of the initiatives are taken by the INGOs. Position papers targeting international organisations, for example, were prepared without any input of NNGOs. The NGO Forum is not operating the way it should be. The engagement of the NNGOs is limited.

The challenge is how to achieve better engagement. They need to work as one body. The NGO Forum needs to bring the NNGOs and INGOs together both members and SCs. NGO Forum should have to facilitate the interaction. Holding a retreat to improve interaction between the two SCs can be a good start. The retreat can also serve as a platform to agree on how to conduct SC and JSC activities and represent the NGO Forum in various fora (HCT, ICWG, etc.).

4.6. Secretariat

The secretariat is generally assessed as very effective. It coordinates well with members and the SC. The forum is giving faster services and has become more accessible. It is generally assessed as responsive to the needs and concerns of members. A very high percentage (89%) of the respondents said the NGO Forum secretariat/office is responsive to the needs of their organization. The main factors that made the respondents consider that the Secretariat is responsive to the needs of their organisation are meetings (18%), availability of secretariat staff (17%), timeliness of follow up (16%), personal contact and giving voice to members' needs & concerns (14% each), access to Secretariat office (12%), and availability of Steering Committee Members (10%).

Figure 13: % of NGOs Satisfied with the Secretariat



Collectively, the Secretariat is good. The Director is really doing well. His position is highly political, but he is managing it well. He navigates the politics quite well. He does great engagement with external actors. He has established good relations with government, UN and donors. He is well connected and knowledgeable and speaks on behalf of the NGO Forum. He is functioning at a very high level. This assessment of the Director is shared by almost all key informants and focus group discussants.

The success of the NGO Forum is largely a result of the effective external engagement of the Director. A CD said “There is no doubt that the strength of the NGO Forum has increased. But the question is: Is it based on individual personality or institutionally anchored? Are we sure that the NGO Forum will continue to function with the same level of efficiency once the Director leaves? How do we institutionalise the success of Forum’s external engagement? This needs to be properly addressed by the NGO Forum. But overall, there is improvement in the institutional capacity of the Secretariat due to the recruitment of new staff.”

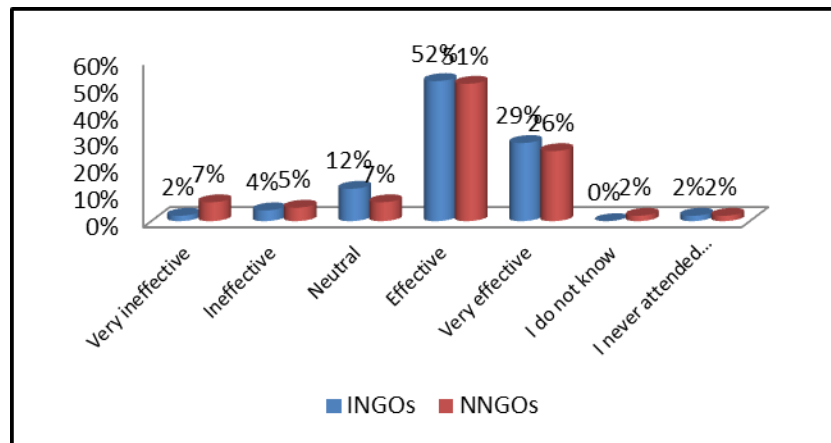
The Secretariat is much stronger now due to the addition of new staff. It is composed of a good team. The staff are assessed as friendly and flexible. They are effectively disseminating information through all available means. The Humanitarian Advisor is a great addition. He has eased the burden of the Director. He is doing a good job especially in helping NGOs on access and compliance issues. Information Manager and Communication Advisor are very good. The recruitment of Communication Advisor resulted in more press releases and is serving as a good deputy when the director was out. Security service, which has been weaker since the two staff members left, is now strong. Positions are mostly filled except the NNGO Focal Point and capacity building manager.

As a result, the NGO Forum services have improved. However, some SC members have raised the issue of delays observed in sending out agenda and minutes. The secretariat needs to improve preparation and dissemination of minutes and agenda to the SC and members.

4.7. National and Country Directors’ meetings

Monthly CDs/NDs meetings are necessary for sharing information and building community identity as well as raise common issues. It is a good forum for debate. A high percentage (79%) of the respondents said monthly CDs and NDs are effective and the percentage of INGOs (81%) is higher than NNGOs (77%).

Figure 3: % of NGOs Satisfied with CDs/NDs Monthly Meetings



The factors that made CDs/NDs rate monthly meetings as effective are content of discussion (27%), regularity/frequency of meetings (24%), outcomes of meetings (18%), agenda setting (17%), and time and day of meeting (10%) and other (3%).

However, CDs/NDs believe that there is considerable room for improvement. For example, a lot of update is done by the SC. And most of the discussions are on bureaucratic impediments, which are less strategic. This is still a challenge. Besides, there is no standard way of sharing information to update members on the deliberations and decisions of HCT and ICWG. Briefing is done orally and is not of a good quality.

A SC member said “I think the monthly meeting is not effective. We do not send agenda in advance and also there is no mechanism to allow inputs from members. It is too informal and as a result lost its value. We need to get more information on what to put in the agenda. The quality of updates and briefing is not high. There is gap in sharing deliberations, issues raised, and decision reached in HCT and ICWG meetings. We need to be better in sharing information about HCT and ICWG meetings with members.”

4.8. Members’ needs and optimism

(i) New needs

Respondents were asked to evaluate whether there were improvements in the services provided by the NGO Forum in 2018. A high percentage (70%) of the respondents said that the effectiveness of the NGO Forum services improved in 2018, while the rest said it remained the same (7%), declined (4%) and I do not know (17%).

One of the purposes of the perception survey is to identify new needs of members to improve responsiveness of the NGO Forum services to members’ needs and concerns. Members’ service needs for 2019 are information sharing and coordination (20%), safety and security (17%), external engagement (16%), policy engagement (14%), INGOs-NNGOs

coordination, capacity building (11%), and sharing best practices on humanitarian and development responses (11%).

NNGOs in particular need training support in proposal writing, leadership, HR, finance, logistics, M&E and programming, and safety. The capacity building support should aim to build individual and organizational capacities of NNGOs at national and state levels.

(ii) Optimism

Members seem to be optimistic about the NGO Forum's potential in meeting their expectations in 2019. The survey shows that 88% of the respondents (92% INGOs and 84% NNGOs) are optimistic or very optimistic about NGO Forum.

5. CONCLUSIONS AND RECOMMENDATIONS

5.1. Conclusion

Overall, the NGO Forum has improved its effectiveness in the delivery of services to member NGOs. In 2018, the NGO Forum was a key reference point on NGO issues for donors, government and UN. Information sharing, safety and security, policy engagement, and external engagement are highly rated by CDs and NDs.

Members are highly satisfied with the relevance and timeliness of information shared. The NGO Forum is also doing well in security advising (security data and information) and crisis management especially in relocation or evacuation of NGO staff where risk to staff safety and security becomes high. Regular (daily, weekly and monthly) security updates and briefings are assessed as good. Security training was a gap that is now being filled by INSO.

Policy engagement with government authorities at national level improved. The NGO Forum has good access to ministries and senior civil servants. It has done a reasonable job in discussing with government issues that affect humanitarian operations, but understandably policy outcomes take time.

Relation with UN has improved in 2018. As dealing with UN is still work-in-progress, the NGO Forum needs to be systematic and tactful in HCT meetings. Establishing good relation with UN is critical for trust-building and ensuring effective coordination of humanitarian responses and collaboration with government as appropriate. Through its active networking activities, the Forum is now able to influence donors.

The NGO Forum is still struggling with networking and capacity building services. This is partly due to the difficult circumstances faced by the National NGO Focal Point that affected his leadership on capacity development and eventual separation from the NGO Forum. Internship, social event, and resource center are assessed as good initiatives.

The effectiveness of the SCs of INGOs and NNGOs in engaging with members is not highly rated. The NGO Forum is also still struggling in improving interaction between the SCs of NNGOs and INGOs. The JSC has also not been cohesive. While the SC members share a lot of information among themselves, communication with the wider membership remains limited. As a result, members are not well briefed about the deliberations and outcomes of HCT, ICWG and other meetings.

The Secretariat is very responsive to the needs and concerns of members. The role of the Director is highly appreciated by members. Members said that the recruitment of new staff has also contributed to improved effectiveness of the Secretariat.

However, there is a need for significant efforts to be made to improve networking and capacity building, sharing best practices and field level coordination services of the NGO Forum by filling in the vacant position of the National Focal Point. In addition, members would also like to see improvements in the way monthly NDs/CDs meetings are conducted.

5.2. Recommendation

The following recommendations are forwarded based on the key findings of the survey. Implementation of these recommendations is expected to help the NGO Forum improve its service delivery to its membership.

D. Top priority

- A.1 Improve responsiveness of the SCs to members and their constituent through regular communication between constituents and steering leads, clarity of agenda for engagement, and leads identifying and working with champions within constituents. Enhance cohesiveness among SC members and strengthen communication between SCs and members. Strengthen collaboration between the SCs of INGOS and NNGOs. Hold JSC meetings regularly to agree on issues and come out with one voice before the HCT meeting.
- A.2. Enhance the capacity of the NGO Forum secretariat by expediting the recruitment of NNGOs Focal Person to fill the existing gap with respect to supporting NNGOs. Strengthen networking and capacity building support services by recruiting a capacity building manager.
- A.3. Enhance the effectiveness of CDs and NDs monthly meetings by improving agenda setting and limiting the duration of the meetings to one hour. Hold further consultation with NDs on the appropriateness of holding the meeting on weekend. Consider linking the CDs monthly meeting with a social event.
- A.4. The NGO Forum is doing well with its policy engagement services with government, UN and donors. However, it needs to enhance its policy engagement on more substantive issues with far reaching implications on humanitarian responses. Enhance policy

engagement to influence higher level decisions made at international level. This however does not mean that administrative/bureaucratic issues are less important. Clarify roles of the SC, Secretariat and members with respect to initiation, drafting, dissemination, and follow up of position papers.

E. Medium priority

- B.1. Enhance effectiveness of external engagement by (i) promoting collective action by clear agenda for meetings with key stakeholders, (ii) Instituting regular meetings with key stakeholders, (iii) following up on emerging issues with key stakeholders, and (iv) updating members on broad dynamics of operation contexts. Be more proactive and strategic in representing the NGO Forum in meetings with UN especially HCT. Push for more inclusive agenda in the HCT.
- B.2. Improve capacity building support needed by (i) organizing more tailored training and mentoring opportunities, (ii) conducting training needs assessment, (ii) engaging INGOs in provision of training to NNGOs, (iv) peer-pairing and sharing information on funding opportunities and (v) NNGO system strengthening.
- B.3. Improve field level coordination by: (i) identifying focal points from those in the field to improve coordination, (ii) supporting and strengthening field level meetings, (iii) conducting regular sensitisation of National and Country Directors on field coordination challenges and improvement mechanisms, and (iv) improving communication.

F. Low Priority

- C.1. Strengthen further information sharing and coordination services of the NGO Forum by (i) increasing frequency of information sharing, (ii) improving the FAQs page on NGO Forum website, (ii) putting in place stronger moderation of skype groups; and (iv) increasing presence on social and public media.
- C.2. The safety and security team needs to work on improving membership reporting on security incident. Work on improving members' trust and assure them about confidentiality of security information shared. Consider offering advisory services to members especially NNGOs without assuming responsibility/liability. Security unit need to coordinate better with INSO to ensure complementarity. Engage INSO in the provision of security training at national and state levels. Collaborate with INSO in checking accuracy of information shared by members and INSO field staff.
- C.3. Improve sharing best practices by: (i) holding best practices presentations; (ii) through best practices bulletin and/or briefs, (iii) by conducting area/sector based reflective sessions on what works in South Sudan, (iv) by co-opting knowledgeable people to share their expertise; and (v) by visiting projects to learn from innovations.

ANNEXES

Annex I: Data Collection Instrument

NGO Forum

Country Director's and National Director's Perception Survey

Survey Questionnaire

Survey objective

The objective of the Survey is to collect statistically reliable data on current perceptions about NGO Forum services to members. It also aims to assess responsiveness of NGO Forum services to the needs of members. This questionnaire is thus developed to help us collect data required to assess the relevance, responsiveness and effectiveness of NGO Forum services to members. Your feedback will be kept confidential and will be used solely for the purpose of this survey.

No.	Questions	Categories	Skip																																										
A. Identification																																													
A.1	Name of organisation																																												
A.2	Category of NGO	International NGO.....1 National NGO.....2																																											
B. NGO Forum Functions/Services																																													
B.1	Please indicate type of services received from NGO Forum in 2017. (Circle all that apply)	Information sharing.....A Safety and securityB PolicyC External engagementD INGO-NNGO networking & capacity building.....E Others, specify.....F																																											
B.2	How satisfied are you with the services received from NGO Forum in 2017? (Tick one for each service)	<div style="display: flex; justify-content: space-around; font-size: small;"> 1=Very Dissatisfied 2=moderately Dissatisfied 3=Neutral 4=Moderately Satisfied 5=Very Satisfied </div> <table style="width: 100%; font-size: x-small;"> <tr><td>Information sharing..... A</td><td>A.</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> <tr><td>Safety and securityB</td><td>B.</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> <tr><td>PolicyC</td><td>C.</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> <tr><td>External engagement..... D</td><td>D.</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> <tr><td>INGO-NNGO networking & capacity building.....E</td><td>E.</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> <tr><td>Other, Specify.....F</td><td>F.</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> </table>	Information sharing..... A	A.	1	2	3	4	5	Safety and securityB	B.	1	2	3	4	5	PolicyC	C.	1	2	3	4	5	External engagement..... D	D.	1	2	3	4	5	INGO-NNGO networking & capacity building.....E	E.	1	2	3	4	5	Other, Specify.....F	F.	1	2	3	4	5	
Information sharing..... A	A.	1	2	3	4	5																																							
Safety and securityB	B.	1	2	3	4	5																																							
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External engagement..... D	D.	1	2	3	4	5																																							
INGO-NNGO networking & capacity building.....E	E.	1	2	3	4	5																																							
Other, Specify.....F	F.	1	2	3	4	5																																							
B.3	To what extent have the NGO Forum services met your organisation's needs and concerns?	Not at all.....1 Very little.....2 Neutral.....3 Mostly.....4 Completely5																																											
B.4.	How often do you visit NGO Forum website?	Daily1 Every other day2 Weekly3 Biweekly4 Once a month.....5 Never.....6																																											

No.	Questions	Categories	Skip
B.5	How do you rate the usefulness of various skype groups in the NGO Forum?	Not useful at all.....1 Of very little use.....2 Neutral.....3 Somewhat useful.....4 Very useful.....5	
B.6	Compared to 2016, how do you rate the effectiveness of NGO Forum services in 2017?	Improved.....1 Remained the same.....2 Declined.....3 I do not know.....4	
B.7	What are the three most important services that your organisation needs from NGO Forum in 2018? (Please start with the most important one)	First _____ Second _____ Third _____	
B.8	What should the Forum do differently to improve its services to members? (Please start with the most important one). Improve engagement & responsiveness between constituents & Steering Committee Leads.....A Facilitating members interaction with each other & other stakeholders.....B Increase Secretariat Staffing for improving communications and NNGO capacity enhancement to supplement existing capacity.....C Timely responses to member's requests and concerns.....D Easier access to relevant information to members through websites/mediums.....E Others, specify.....F	Write the letter of your choice in the appropriate box First Second Third Fourth Fifth	
C. NGO Forum Secretariat/Office			
C.1	The NGO Forum Secretariat/office is responsive to the needs of your organisation. (Pick only one)	Strongly disagree.....1 Disagree.....2 Neutral.....3 Agree.....4 Strongly agree.....5	} Go To D.1
C.2	Please indicate the factor(s) that made you consider that the secretariat is responsive to the needs of your organisation. (Rank them in order of their importance) Timeliness of follow up.....A Personal contact.....B Meetings.....C Availability of secretariat staff.....D Availability of Steering Committees.....E Giving voice to members' needs & concerns...F Access to secretariat office.....G Other, specify.....H	Write the letter of your choice in the appropriate box First Second Third Fourth Fifth	
D. Steering Committees and Representation			
D.1.	Do you know who your steering committee representative/constituency leader is?	Yes.....1 No.....2	
D.2	How do you evaluate the responsiveness of the steering committee to members and its constituents?	Not responsive at all.....1 Mostly not responsive.....2 Neutral.....3 Moderately responsive.....4 Very responsive.....5 I do not know.....6	

No.	Questions and Filters	Categories	Skip
D.3	What should the Steering Committee do differently to improve its responsiveness to members and its constituents? (Circle all that apply)	Regular Communications between constituents and Steering Leads.....A Clarity of agenda for engagement.....B Leads identifying and working with champions within the constituents...C Other, specify.....D	
D.4	How do you assess the effectiveness of National and Country Director's meetings in addressing your organisation's needs?	Very ineffective.....1 Ineffective.....2 Neutral.....3 Effective.....4 Very Effective.....5 I do not know.....6	
D.5	NGO Forum participates in different forums (e.g. HCT, ICWG, UNHAS, UNMISS, SMT). Are you satisfied with the NGO Forum's representation role in these forums?	Yes.....1 No.....2	
D.6	Please give reasons for your responses in question D.5 above. (Circle all that apply)	NGO Forum's voice is respected.....A NGO Forum is able to influence decision making and policy.....B Serves as a channel for sharing relevant information.....C Provides opportunities for networking.....D Other, specify.....E	
D.7	What more can be done to improve members' representation in the above mentioned forums? (Circle all that apply)	Co-opting non-SC members on appropriate forum.....A Create NGO Forum bulletin on various issues.....B Holding regular meetings between constituent leads and their constituents.....C Regular sharing of SC representatives to members.....D Other, specify.....E	
E. Field-level coordination			
E.1	How effective are the NGO Forum safety and security services in supporting field-level coordination?	Very ineffective.....1 Ineffective.....2 Neutral.....3 Effective.....4 Very Effective.....5 I do not know.....6	
E.2	How effective are the NGO Forum state coordination services with regard to field coordination?	Very ineffective.....1 Ineffective.....2 Neutral.....3 Effective.....4 Very Effective.....5 I do not know.....6	
E.3	Which are the three factor(s) that negatively impact field level coordination? (Please start with the one with the most negative impact) Communication gap.....A Poor telephone networks.....B Insecurity.....C Lack of leadership.....D Resource constraints (e.g. facilities).....E Lack of ownership.....F Lack of dedicated field focal points for effective coordination.....G I do not know.....H Others, specify.....I	First Second Third	
E.4	What should NGO Forum do to improve field level coordination? (Circle all that apply)	Identify focal points from those in the field to improve coordination.....A Improve communication.....B Support and strengthen field level meetings.....C Regular sensitisation of National and Country Directors on field coordination challenges and improvement mechanisms.....D Others, specify.....E	

No.	Questions and Filters	Categories	Skip
F. External Engagement			
F.1	Are you satisfied with the external engagement support of NGO Forum?	Yes.....1 No.....2	
F.2	Which external engagement is most impactful or useful for your organisations? National Government.....A State Governments.....B UN AgenciesC UNMISS.....D Donors.....E Global networks.....F Others, specify.....G	Please start with the most impactful. First Second Third	
F.3	Why do you think the external engagements response given in Question F.2 above are most impactful or useful for your organisation? (Circle all that apply)	Good working relationship with the Forum.....A Timely information sharing (circular, funding information & meetings)....B Enhanced coordinated responses.....C Capacity building support.....D Ability to address any issues at national & sub-national levels.....E Other, specify.....F	
F.4	Do you think that engagement of NGO Forum Secretariat and Steering Committees with key stakeholders have resulted in the protection of NGO space in South Sudan?	Yes.....1 No.....2	
F.5	What should NGO Forum do to improve external engagement? (Circle all that apply)	Instituting regular meetings with key stakeholders.....A Having clear agenda for meetings with key stakeholders.....B Following up on emerging issues with key stakeholders.....C Updating members on broad dynamics of operation contexts.....D Other, specify.....E	
F.6	How do you assess the usefulness of NGO Forum services in relation to relocation and evacuation?	Not useful at all.....1 Of very little use.....2 Neutral.....3 Useful.....4 Very useful.....5	
F.7	Do you think that NGO Forum supported your organisation's resource mobilisation efforts?	Yes.....1 No.....2	Go to F.9
F.8	How did NGO Forum support your resource mobilisation efforts? (Circle all that apply)	Sharing information.....A Creating access to humanitarian fund.....B Supporting NGOs in project proposal development.....C Training.....D Update on various surveys.....E Networking events.....F Internship initiative.....G Other, specify.....E	
F.9	Which have been your reliable sources for funding? (Circle all that apply)	SSHf.....A Bilateral donors.....B Multilateral donors (UN, other NGOs).....C Private donors.....D Other, specify.....E	
G. Capacity building			
G.1	Are you satisfied with NGO networking and capacity building support obtained from NGO Forum?	Yes.....1 No.....2	

No.	Questions and Filters	Categories	Skip
G.2	What are the three most important capacity building supports of NGO Forum that your organisation values the most? (Please rank them in order of their importance). TrainingA Sharing best practices.....B Sharing assessment/evaluation reports.....C Strategic plan development support.....D Other, sepcify..... E	Write the letter of your choice in the appropriate box First..... <input type="checkbox"/> Second..... <input type="checkbox"/> Third..... <input type="checkbox"/>	
G.3	What more should NGO Forum do to improve capacity building services to members? (Circle all that apply)	Conduct training needs assessmentA Develop training manuals.....B Organising more tailored trainings and mentoring opportunities.....C Engaging INGOs in provision of training to NNGOs.....D Information sharing best practices.....E Supporting NGOs in strategic planning processes.....F Peer-pairing and sharing information on funding opportunities.....G NGOs system strengthening.....H Internship programme.....I State coordination support.....J National NGOs Annual Exposition.....K Other, specify..... L	
H. Best practices on humanitarian and development responses			
H.1	How do you evaluate the quality of NGO Forum information sharing on best practices in the delivery of humanitarian and development interventions?	Poor.....1 Fair.....2 Satisfactory.....3 Good.....4 Excellent... ..5	
H.2	What do you think is/are the best humanitarian and development response practice(s) promoted by NGO Forum?	Humanitarian principles.....A Conflict sensitivity.....B Trainings on conflict sensitivity, gender integration and mainstreaming, and protection integration and mainstreaming.....C Others, specify..... D	
H.3	How can the Forum improve sharing best practices? (Circle all that apply)	Best practices bulletin and/or briefs.....A Best practices presentations.....B Area/sector based reflective sessions on what works in South Sudan.....D Others, specify E	
H.4	How optimistic are you about NGO Forum in terms of meeting your expectations in 2018?	Very sceptical.....1 Skeptical.....2 Cautiously optimistic.....3 Optimistic.....4 Very optimistic.....5 Undecided.....6	
H.5	Any other comments		

Many thanks for taking the time to complete the questionnaire. Your open and frank feedback is highly appreciated.

Annex II: Terms of Reference

CONSULTANCY SERVICES TO CONDUCT COUNTRY AND NATIONAL DIRECTORS' PERCEPTIONS SURVEY ON THE SERVICES AND EFFECTIVENESS OF SOUTH SUDAN NGO FORUM SERVICES

1. Background

The NGO Forum is a voluntary, independent networking body of currently 184 national and 127 international NGOs that supports its members to effectively respond to the humanitarian and development needs in South Sudan. All member organisations provide assistance to the South Sudanese people regardless of ethnic background, political affiliation, or religious belief.

The NGO Forum provides a platform through which NGOs, the Government of South Sudan, the UN, donors, and other external stakeholders can exchange information, share expertise and establish guidelines for a more networked, efficient and effective use of aid resources in South Sudan. The Secretariat primarily focuses on information sharing, networking, capacity enhancement, representation and communication around safety and wellbeing.

The Forum is comprised of two main constituencies (national NGOs – NNGOs and international NGOs- INGOs) served by a joint Steering Committee of INGO and NNGO members coordinated by the NGO Secretariat. While there is a dedicated National NGO Focal Point in the NGO Secretariat all positions serve both the National and International NGO Groups.

The NGO forum has membership fee and other donor grants from ECHO, SDC and SIDA. The Secretariat office is located in Juba and nearly all member organisations have offices in Juba.

As the NGO Forum is hosted by Concern Worldwide, this procurement is being carried out in compliance with Concern procedures.

2. Purpose of the Consultancy

To support effective planning and implementation of the Annual Country and National Director's survey, the service of a consultant/firm is required in January 2018, during which the consultant will accomplish the tasks outlined in the section below.

3. Essential and Desirable Experience/Qualifications

- a. Academic qualifications: Master's Degree in Statistics, Administration or Social Science, along with relevant technical knowledge in Survey Methodologies, Research methods etc.
- b. Necessary experience: Extensive experience (3-5years) in coordinating and managing perception surveys especially in South Sudan
- c. Other necessary/desirable skills/qualifications.
 - Documented experience in survey protocol development
 - Proven skills to analyse, identify needs and respond with recommendations to address supply, human resources and implementation issues
 - Ability to conduct data analyses, including collating and presenting survey data
 - Strong verbal and written communication skills.
 - Documented supervisory, coordination and organization skills
 - Excellent English Fluency

4. Objectives and Specific Tasks to be undertaken by the Consultant(s)

Principle Objective

The principal objective of the Country and National Director's survey is to collect statistically reliable data on current perceptions about NGO Forum services to members, both qualitative and quantitative in nature.

Specific Tasks of the Consultant:

The contract will focus on the planning, implementation, data entry, analysis and report writing. The following are specific tasks to be completed in the contract:

Milestone 1:

- Inception report based on the inputs and agreements for implementation, which includes but not limited to detail draft methodology and instruments/tools, detail work plan with timeline and survey team composition.

Milestone 2:

- Consultative meetings to finalize survey methodology and instruments;
- Finalized methodology and survey instrument;
- Guiding document for data collection and supervision.

Milestone 3:

- Draft survey report for inputs by NGO Forum Secretariat and Reference Group;
- Second draft report incorporating the inputs;

Milestone 4:

- Final survey report (in soft and hard copies) with clear set of findings, conclusions and recommendations, based on an agreed reporting outline, a final report not exceeding 20 pages with relevant and key data being presented graphically;
- Debriefing reports and presentations to the Steering Committees;
- Collected and cleaned data (both qualitative and quantitative) using appropriate database/statistical software.

5. Outputs

- Final survey report (in soft and hard copies) with clear set of findings, conclusions and recommendations, based on an agreed reporting outline, a final report not exceeding 20 pages with relevant and key data being presented graphically;
- Debriefing reports and presentations to the Steering Committees;
- Collected and cleaned data (both qualitative and quantitative) using appropriate database/statistical software.

6. Remuneration:

The consultant contract will be paid by cheque or bank transfer; Travel costs (International flights, Visa and official movements relating to this assignment), Per diem and accommodation in Juba will be provided in compliance with Concern's policy. The Joint Steering committee of the NGO Forum will review the survey report and confirm its acceptability based on required survey standards before the final instalment is paid.

7. Lines of Communication

The consultant will report to NGO Forum Secretariat Director.

8. Working arrangement:

- The consultant will work in the NGO Forum offices in Juba.

- The consultant must complete all formal administrative requirements of Concern like signing Concern's Programme Participant Protection Policy.
- The consultant should have their own lap-top to complete the work activities.

9. Timeframe

The consultant(s) should provide CVs and references, certificates, a tentative detailed work plan, including time frame with list of activities required and resources needed. The presentation of a work plan; appropriate methodology for delivering against the terms of reference within one week of commencement, for agreement by NGO Forum.

Annex Three: KII and FGD Participants

A. Key informants

Name	Title	Organisation
Donors		
Eric Marclay	Head of International Cooperation	Swiss Development Cooperation (SDC), Embassy of Switzerland
Hanna Carlsson	First Secretary, Development Cooperation & Humanitarian Assistance	Swedish International Development Agency, Embassy of Sweden
Heather Blackwell	Head of Office	European Civil Protection and Humanitarian Aid Operation – ECHO
Nicola Murray	Head of Humanitarian and Livelihoods	Department of International Development, UK
Jeff Hill		US Agency for International Development (USAID)
Susan D. Bradley	Team Lead, Food for Peace	US Agency for International Development (USAID)
Country Directors/INGOs Steering Committee Members		
Ann Reiner	Country Director	Terre des Hommes
Fiona McLysaght	Director/SC member	Concern Worldwide
Geoff Andrews	Country Director/SC Chair	Medair
John O'Brien	Country Representative	Catholic Relief Services (CRS)
Michael Walker Jr.	Country Director	International NGO Safety Organisation (INSO)
Robert Simpson	Country Director/SC Member	ACTED
Rosalind Crowther	Country Director/SC member	Care International
National Directors/NNGOs Steering Committee Members		
Elijah Manyok Jok	Executive Director	Smile Again Africa Development Organisation
James Mat Gai	Programme Director	Nile Hope
James Reah	Executive Director	UNIDOR
John Riek Yior	Executive Director/SC Chair	ADA
Paul Tombe Azaria	Executive Director	Pilgrims of Hope (POH)
Repent Taban	Country Director/Deputy SC Chair	Nile Sustainable Development Organisation
Romano Ngor Kuot	“	South Sudan Grassroots Initiative for Development (SSGID)
South Sudan NGO Forum Secretariat		
Pius Ojara	Director	South Sudan NGO Forum Secretariat
Bob Jones	Humanitarian Advisor	“
Chol Peter	Programme Manager	“
Liatile Putsoa	Communication Advisor	“
Hannah Gauss	Security Analyst	“
Paul Doctor	Information Officer	“
Shamela	Capacity Building Officer	“
UN		
Obia Achieng	Head of Operations	United Nations Children's Fund (UNICEF)
Johanne Siffointe	UNHCR Representative	United Nations High Commissioner for Refugees
Jesse Wood	Deputy Head of Programme	World Food Programme (WFP)
Simon Cammelbeeck	Representative and Country Director	World Food Programme (WFP)
Stephen O'Malley	Head of Office	United Nations Office for the Coordination of Humanitarian Affairs (UN-OCHA)

B. Focus Group Discussants

Name	Title	Organisation
INGOs Steering Committee		
Berhanu Haile	SC member/Country Director	Finn Church Aid (FCA)
Deirdre Keogh	"	Save the Children International (SCI)
Raphael CAPONY	"	Danish Refugee Council (DRC) Danish Demining Group (DDG)
Stefano Temporin	"	Welthungerhilfe
National Directors		
Angelina Nyajima	SC member/Executive Director	Hope Restoration
Susan Kiiko	SC member/Executive Director	Action Girls Africa (AGG)
Kiweesi Alex	Deputy National Director	Hold the Child
Jeff Okello	National Director	THESO
Wisely Justin	National Director	AHO