

# **South Sudan NGO Forum**



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

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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
KIIs	Key Informant Interviews
JSC	Joint Steering Committee
ND	National Director
NGO	Non-Governmental Organization
NNGO	National Non-Governmental Organization
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
UNMISS	United Nation Mission in South Sudan
UN OCHA	United Nations Office for the Coordination of Humanitarian Affairs

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## 1. EXECUTIVE SUMMARY

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. The Forum aims to achieve this objective through five core functions/services namely information sharing, safety and security, policy advocacy and engagement, external engagement, and NGO coordination.

This survey was initiated to gather reliable quantitative and qualitative data about the views and perceptions of members on the aforementioned NGO Forum services. It was conducted from 14 February to 13 March 2018. The survey involved both document review and field survey. The field survey comprised of quantitative and qualitative surveys. The quantitative survey targeted all NGO Forum members (311 NGOs comprising 127 INGOs and 184 NNGOs) of which 97 (55 INGOs and 42 NNGOs) completed the survey. Compared to their membership size, the proportion of NNGOs which participated in the survey is lower (22.8%) than that of INGOs (43.3%). This is mainly due to NNGOs limited access to internet.

Overall, the survey shows that the NGO Forum services are aligned to the needs of members. A very high percentage (83%) of the respondents believe that the NGO Forum services have mostly or completely met the needs of their organisations. This shows that the NGO Forum has moderately exceeded the 2017 target (75%) in terms of meeting the service needs of members.

Table 1: Performance against milestones for responsiveness of NGO Forum to members' needs

Indicators	Baseline (2016)	Target (2017)	Achievement
% of NGO Forum members responding to an annual independent assessment indicate satisfaction with NGO Forum meeting their needs	67%	75%	83%, moderately exceeded expectation

Country Directors (CDs) and National Directors (NDs) are generally satisfied with the services of the NGO Forum which were provided under a very challenging environment (high insecurity, rampant inflation, poor infrastructure, inadequate communication facilities, etc.). Members level of satisfaction with NGO Forum services ranges from as high as 91% for information sharing to as low as 54% for INGOs-NNGOs coordination service. The survey results show that:

- 91 percent (91% INGOs and 92% NNGOs) of surveyed NGOs are moderately or very satisfied with information sharing service of the NGO Forum.

- 86 percent (89% INGOs and 82% NNGOs) of surveyed NGOs are moderately or very satisfied with safety and security service.
- 69 percent (64% INGOs and 77% NNGOs) are moderately or very satisfied with policy advocacy and engagement service.
- 62 percent (66% INGOs and 55% NNGOs) are moderately or very satisfied with external engagement service.
- 54 percent (51% INGOs and 59% NNGOs) are moderately or very satisfied with INGOs-NNGOs coordination service.

Compared to the 2017 target (75%), the NGO Forum has registered mixed results in terms of satisfying members' needs. While the NGO Forum has exceeded expectations with respect to information sharing (91%) and safety and security service (86%), it has fallen short of expectations on the remaining services namely policy advocacy and engagement (69%), external engagement (62%) and NNGOs-INGOs coordination (54%). But, when CDs and NDs were asked to compare 2017 services with 2016, 70% of the respondents have said that NGO Forum services have improved in 2017.

The Forum encourages members to use available information technology (e.g. skype, e-mails, and text messages) for sharing information. The NGO Forum has improved its website following the recruitment of the Information Manager. The website allows members to get useful and timely information about NGO Presence (3Ws<sup>1</sup>), cluster meeting calendar, document repository, incidents reporting form, capacity assessment tools, job and tender advertisements, circulars, etc.

While secondary data shows that the user traffic on the NGO Forum website continued to grow<sup>2</sup>, the results obtained from the quantitative survey show that the level of website visits by CDs and NDs is generally low. Perhaps this is due to the fact that other staff of NGOs other than the CDs or NDs, due to workload demands, access the website more frequently. Only 15% of the survey respondents visit the website daily or every other day, while 34% visit it once a month, 22% biweekly, 21% weekly and 4% never visited it. However, CDs and NDs appear to be more involved in skype groups and found them to be more useful. Of the total respondents, 46% said that skype groups are very useful, 24% said somewhat useful, 23% were neutral, 5% said of little use and the remaining 2% said not useful at all.

Despite being small, the NGO Forum safety and security team is providing good services to members. Its security updates (daily, weekly and monthly) are strong in incident reporting. Two-third (67%) of the respondents also assessed the relocation and evacuation services of the NGO Forum as useful or very useful. However, most key informants commented that

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<sup>1</sup> Who, what, and where to give information as to who is doing what and where.

<sup>2</sup> A total of 1,108,987 visits on NGO Forum website was registered from September 1 to March 31, 2018

security update of the NGO Forum is weak in analysis. This calls for consultation between the NGO Forum safety and security team and members to discuss about the type and level of security analysis needed by members.

Policy advocacy and engagement is another service area where the level of satisfaction (69%) has fallen short of the target (75%). This can be partly attributed to the NGO Forum's strategy to adopt a cautious approach towards policy advocacy and engagement. The NGO Forum decided to undertake policy advocacy and engagement carefully so as to influence policies and laws in favour of NGOs. Secondary information obtained from the NGO Forum indicates that the Forum has given its inputs to the relevant Parliamentary Committees entrusted with the responsibility of preparing the 2017 Labour Bill that was passed by the National Assembly and became law, Labour Act 2017, on December 12 2017.

On external engagement, the level of satisfaction (62%) is less than what was initially planned (75%). But compared to the situation before two years, the Forum has made significant strides in improving relations with government, donors, and UN with the exception of OCHA. Relation with UN-OCHA is strained and both sides must collaborate to bridge the gap. This can be done by enhancing information sharing, identifying common issues and clarifying expectations.

Of all the NGO Services, CDs/NDs are least satisfied (54%) with INGOs-NNGOs coordination service. Delivery of this service has been constrained by lack of funding and underdevelopment of capacity building strategy. However, since NNGOs are expected to increasingly assume greater role in humanitarian responses, enhancing their capacity and preparing them for greater roles in humanitarian responses is critical. Initiatives such as Expo and the planned social events are assessed as good initiatives in terms of enhancing interaction between NNGOs and INGOs and creating opportunities for partnership. The capacity assessment exercise rolled out recently is expected to inform the capacity building strategy of the NGO Forum.

The Secretariat is assessed as responsive by a very high percentage (86%) of the respondents. CDs and NDs give credit to the Director of the Secretariat for establishing and widening the NGO Forum networks with government, donors and UN. There is however too much work pressure on the Director which must be addressed through the recruitment of additional staff (e.g. communication and programme advisors) and prioritisation of services.

In contrast, the responsiveness of the Steering Committee (SC) to members' needs is not highly rated by members. Of the total respondents, 58% assessed the Steering Committees (SCs) as moderately or very responsive to their needs. However, respondents within the qualitative survey who are closely associated with the NGO Forum have a different opinion. They believe the SCs are doing their level best to represent the interests and concerns of

NGOs in different forums. They said, “The SCs have significantly improved working relations with government and won the trust and confidence of donors. They are also effectively representing NGOs in different UN meetings. We are satisfied with what they are doing for the good of the whole NGO community. But, members who are not closely engaged with the NGO Forum may not know about this.”

The Joint Steering Committee (JSC), which is made of all the 20 members of the NNGOs and INGOs SCs, has not been effective. The main problem is meeting the quorum. Relation between NNGOs and INGOs SCs is also weak. There is no huge amount of engagement between the two. They do not sit together to strategise. This is partly because they feel that their issues and priorities are different and this makes setting common agenda challenging. This must to be corrected. The two SCs need to take time to plan together, clarify purpose, identify common issues and decide what issues to raise in which forum. If this is done, then they can have greater say in agenda setting and influencing outcome of humanitarian meetings.

The constituency system was established to enhance interaction between the Steering Committees and Forum members. Although 71% of the respondents claim to know their Constituency Leads, interaction and information sharing between the Leads and their constituents has been very limited. Both the Leads and Constituents have contributed to the low level effectiveness of the constituency system.

CDs and NDs are highly satisfied (90%) with the way the Steering Committees and Secretariat are conducting their representation roles in various forums (HCT, ISWG, UNHAS, UNMISS, SMT, SSHF, etc.) and the percentage is higher for INGOs (93%) compared to NNGOs (86%).

The monthly CDs’ and NDs’ meetings are assessed as effective or very effective by 76% (69% INGOs and 83%NNGOs) of the respondents. Despite rating them as effective, CDs and NDs want to see change in the way these meetings are conducted. They feel that too much emphasis is given to information sharing and presentation rather than to more strategic issues such as deliberations on annual plans and objectives of the Forum. CDs commented that it is also time consuming.

Despite the investment made to strengthen it, field level coordination has not been effective. Only 32% of the respondents have assessed field level coordination as effective or very effective. The three most constraining factors for field level coordination, in order of their severity, are communication gap, insecurity, and resource constraints (e.g. facilities such as access to internet).



There has been limited capacity building service offered BY NGO Forum in 2017. When asked to assess the effectiveness of the limited capacity building support provided by the NGO Forum, 70% expressed their satisfaction with the service.

The NGO Forum has not done much in sharing best practices and this is probably one of the weakest services. The limited best practices shared by NGO Forum in 2017 mainly focused on conflict sensitivity, humanitarian practices, training on gender integration and mainstreaming, and protection, integration and mainstreaming.

Overall, the survey respondents are optimistic about the future services of NGO Forum and expect improvements. The three most important services needed by members in 2018, in their order of importance, are safety and security (55%), information sharing (51%) and external engagement (37%). When asked to indicate their level of optimism about the NGO Forum in terms of meeting their expectations in 2018, 46% said that they are optimistic, 35% are very optimistic, 13% are cautiously optimistic, 3% are skeptical, and 2% undecided.

The following recommendations are forwarded based on the findings of the survey:

1. Improve service delivery in terms of quality and scope to make them more effective and responsive to the needs of members especially with respect to policy and advocacy, external engagement and INGOs-NGOs coordination.
2. Continue strengthening external engagement by following up on emerging issues with key stakeholders, updating members on broad dynamics of operation contexts, instituting regular meetings with key stakeholders, and having clear agenda for meetings with key stakeholders. To enhance awareness of CDs and NDs about the external engagement efforts of SCs and Secretariat, the NGO Forum needs to (i) develop communication strategy on this issue, and (ii) frame questions regarding external engagement in a manner that better reflects the realities on external engagement.
3. Deliberate on how to enhance the responsiveness of the Secretariat to members' needs and concerns by improving engagement and responsiveness between constituents and Steering Committee Leads; facilitating members' interaction with each other and other stakeholders; giving timely responses to member's requests and concerns; and ensuring easier access to relevant information to members through websites/mediums.
4. During the JSC retreat, deliberate on how to enhance integration of the NNGOs and INGOs Steering Committees so as to improve effectiveness of the JSC. This may include taking more time to plan together to identify common issues and decide as to who should raise what issues in which forum.
5. Enhance the responsiveness of the Steering Committees to their members and constituents by ensuring regular communication between constituents and constituent Leads, clarity of agenda for engagement with Leads, and identifying and working with champions within constituents. The Steering Committees also need to

revisit the constituency system and develop other innovative ways of enhancing communication and engagement between SC members and their constituencies.

6. Enhance further communication with NGO Forum members by developing communication products such as (i) creation of NGO Forum bulletin covering various issues, (ii) holding regular meetings between SC members and their constituents, and (iii) regular sharing of information between Leads and constituency members.
7. The focus of the CDs and NDs meeting is currently more on information sharing, presentation and voting on new members. CDs' and NDs' meetings need to be better organised in terms of clarity of purpose, agenda setting, duration of the meeting, timing (e.g. morning hours on Friday), etc.
8. Engage members on how to improve field level coordination through: (i) the identification of focal points from those in the field to improve coordination, (ii) supporting and strengthening field level coordination, (iii) regular sensitisation of CDs/NDs on field level coordination challenges and improvement mechanisms, and (iv) improved communication among members in the field.
9. Enhance capacity building services of the NGO Forum by: (i) conducting capacity needs assessments, (ii) enhancing information sharing, (iii) organising more tailored trainings and mentoring opportunities, and (iv) engaging INGOs and UN agencies in the provision of training to NNGOs. Consider conducting a tracer study to establish whether those young South Sudanese who participated in internship programme have got employment with NGOs.
10. Create space for sharing best practices by organising area/sector based reflective sessions on what works in South Sudan, publishing best practices bulletin and briefs, and holding presentations on best practices.

## **2. INTRODUCTION AND BACKGROUND**

### **2.1. Background**

The NGO Forum is a voluntary, independent network of NNGOs and INGOs 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 Comprehensive Peace Agreement (CPA) between the SPLA and Government of Sudan in 2005, many NGOs moved their offices from Kenya to South Sudan. In 2006, the NGO Forum began to meet monthly in Juba and attracted a wider number of INGOs and NNGOs. In Mid-2008, a Secretariat was established to facilitate the work of the Forum and Steering Committee.

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

The Forum is comprised of 184 NNGOs and 127 INGOs served by a Joint Steering Committee (JSC) of NNGOs and INGOs. While there is a dedicated National NGO Focal Point in the NGO Secretariat, all positions serve both the NNGOs and INGOs.

The Secretariat, which is currently funded by ECHO, SIDA, and SDC, is supporting coordination, information-sharing and advocacy for all NGOs in South Sudan. The Secretariat provides external stakeholders a first point of contact for inquiries on NGO activity. The NGO Secretariat function is currently administered by Concern Worldwide and reports to the NGO Steering Committees. The staff of the Secretariat comprises of a Director, NGO Focal Point, Safety and Security Team, Information Team, and support staff.

The purpose of NGO Forum is to support NGOs in the delivery of humanitarian response and development programming in an effective and coordinated manner in South Sudan. The Forum aims to achieve this purpose through five core functions namely information sharing, safety and security, policy advocacy and engagement, external engagement, and NGO coordination.<sup>3</sup>

This perception survey is initiated by the NGO Forum to gather reliable data about the views and perceptions of members and other actors on its services to members. It is aimed to

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<sup>3</sup> South Sudan NGO Forum Statutes, April 2015.

enable the NGO Forum assess the extent of satisfaction/dissatisfaction of members with its services and responsiveness of the Secretariat and Steering Committees to the needs and concerns of member NGOs.

## **2.2. Objectives of the perception survey**

The **purpose** of this survey is to collect statistically reliable data on current perceptions about NGO Forum services to members, both qualitative and quantitative in nature. 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. Structure of the report**

This report has five parts. The first part is the executive summary which presents key findings, conclusions and recommendations of the survey. The second part is introduction and background and provides information about NGO Forum and discusses the purpose and objectives of the survey. The third part presents the methodology adopted for undertaking the survey and describes both document review and field survey. The fourth part deals with the findings of the perception 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. The fifth part presents conclusions and recommendations of the survey.

### **3. SURVEY METHODOLOGY**

The methodology designed for undertaking the perception survey 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; South Sudan NGO Forum Statutes of Operations; NGO Forum reports; NGO Forum Objectives; and Minutes of the 2017 meetings of the NNGOs and INGOs Steering Committees.

#### **3.2. Field Survey**

The survey conducted to gather primary data, comprised 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.

##### **3.2.1. 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 22 KIIs were conducted with Steering Committee chairs (2), CDs (8), NDs (5), Secretariat (3), donor representatives (3) and UN (1).

### **Focus Group Discussions**

Focus groups discussions (FGDs) were conducted to collect primary data from NNGOs 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 National Directors and NNGOs Steering Committee.

### **3.2.2. Quantitative Survey**

The survey targeted all 311 members (184 NNGOs and 127 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 was 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 97 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 20<sup>th</sup> of February 2018 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. The survey questionnaire was pre-tested on a sample of 3 INGOs and 3 NNGOs identified in consultation with the NGO Forum. Feedback obtained from the pre-test showed that the survey instrument is well developed and the questions are well articulated. On average, it took them about 20 minutes to complete the survey.

#### **(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 online to all member NGOs (311) and the deadline for submitting completed survey was 28<sup>th</sup> of February 2018. The deadline was, however, extended to 06 March 2018 to give more time for CDs

and NDs to complete the survey. A total of 97 NGOs completed the survey within the specified period. To encourage broader participation, the Forum regularly communicated with the directors of member NGOs to make sure that they complete the survey within the specified period. The Secretariat kept sending messages to NDs and CDs to remind them to complete 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**

In this part of the report, the key findings of the perception survey are discussed in terms of level of satisfaction/dissatisfaction of members with services received from NGO Forum, responsiveness of services to members’ needs and concerns, effectiveness of the Secretariat, Steering Committees and Country and National Directors’ meetings in responding to members’ needs, and effectiveness of state coordination, capacity building and best practices promoted by the NGO Forum. The findings of the survey are discussed as follows.

**4.1. Survey respondents**

The South Sudan NGO Forum has a total of 311 members comprising of 127 INGOs and 184 NNGOs. The survey was sent to all 311 members of the NGO Forum of which 97 NGOs comprising of 55 INGOs and 42 NNGOs responded to the survey (Table 2). Compared to their membership size, the proportion of NNGOs which participated in the survey was lower (22.8%) than that of INGOs (43.3%). This is mainly due to their limited access to internet.

**Table 2: Categories of NGOs**

	INGOs		NNGOs		Total	
	No	%	No	%	No	%
Number of surveyed NGOs	55	56.7	42	43.3	97	100
Total number of members	127	40.1	184	59.9	311	100
% of surveyed NGOs to total	43.3		22.8		31.2	

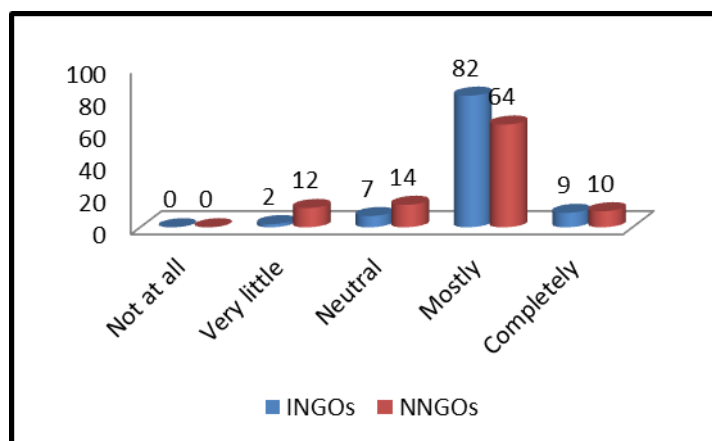
**4.2. Services Provided By NGO Forum**

**4.2.1. Responsiveness of NGO Forum services to members’ needs**

The Perception survey shows that the NGO Forum services are to a larger extent aligned to the needs of members. A high percentage (83%) of the respondents comprising of 91% of

INGOs and 74% of NNGOs believe that the NGO Forum services have mostly or completely met the needs of their organisations. (Figure 1)

**FIGURE 1: % OF NGOS BY LEVEL OF NEEDS MET**



The result of the survey (83%) shows that the NGO Forum has moderately exceeded the 2017 target (75%) with respect to NGO Forum responsiveness to members’ needs and also represents an important progress compared to the 2016 baseline (67%). (Table 3).

**Table 3: Performance of the NGO Forum against milestones**

Indicators	Baseline (2016)	Target (2017)	Achievement
% of NGO Forum members responding to an annual independent assessment indicate satisfaction with NGO Forum meeting their needs	67%	75%	83%, moderately exceeded expectation

This result is supported by the responses obtained from the qualitative survey. As a result of its engagement with UN, humanitarian fund allocated to NNGOs increased from 9% in 2011 to 28% in 2018, benefiting 68 NNGOs. A respondent said, “The NGO Forum is doing well in so many respects and NNGOs are benefiting from its services. For example, through its information sharing service, the NGO Forum assisted NNGOs get improved access to donor funds. This is done by disseminating information about humanitarian funds, donor priorities, calls for proposals, potential partnerships, etc.” The NGO Forum’s engagement with government supports NNGOs in addressing issues with the government (e.g. helping them getting their staff released from detention, waiver of registration fees, etc.).

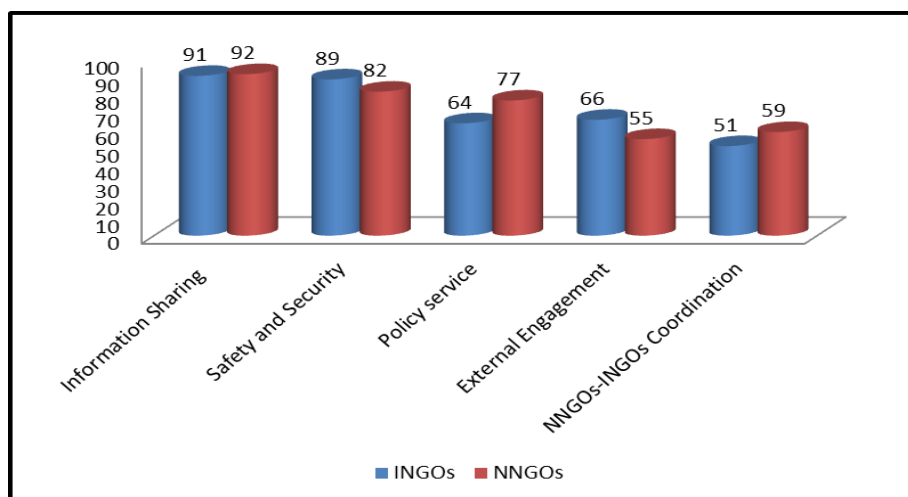


Overall, Country Directors (CDs) and National Directors (NDs) are satisfied with the services of the NGO Forum which were provided under a very challenging South Sudan context (high insecurity, rampant inflation, poor infrastructure, inadequate communication facilities, etc.). The survey shows that:

- 91 percent (91% INGOs and 92% NNGOs) of surveyed NGOs are moderately or very satisfied with information sharing service of the NGO Forum.
- 86 percent (89% INGOs and 82% NNGOs) of surveyed NGOs are moderately or very satisfied with safety and security service.
- 69 percent (64% INGOs and 77% NNGOs) are moderately or very satisfied with policy advocacy and engagement service.
- 62 percent (66% INGOs and 55% NNGOs) are moderately or very satisfied with external engagement service.
- 54 percent (51% INGOs and 59% NNGOs) are moderately or very satisfied with INGOs-NNGOs coordination service. (Figure 2)

Their level of satisfaction ranges from as high as 91% for information sharing services to as low as 62% for external engagement service. Among the INGOs, respondents were most satisfied with information sharing service (91%) and least satisfied with NNGOs-INGOs coordination service (51%). Within NNGOs, the respondents were also most satisfied with information sharing service (92%), and least satisfied with external engagement (55%). Clearly, there is a need to do more to improve the satisfaction of members with policy advocacy and engagement (69%), external engagement (62%) and NNGOs-INGOs coordination services (54%) of the NGO Forum. (Figure 2).

**Figure 2: % of NGOs Moderately or Very Satisfied with NGO Forum Services**



Overall, respondents within the qualitative survey have expressed satisfaction with the services of the NGO Forum provided under a very challenging South Sudan context. A key

informant said, “The NGO Forum is doing well in information sharing, safety and security and NGO coordination and, to a lesser extent, in policy advocacy and engagement and external engagement. And the services of NGO Forum are improving.” This is confirmed by the survey results. Of the total respondents, those who said that NGO Forum services improved in 2017 compared to 2016 account for 70% (60% of INGOs and 83% NNGOs), “no change” account for 10% (11% INGOs and 10% NNGOs), declined account for 3% (4% INGOs and 2% NNGOs), and those who said “I do not know” are 16% (25% of INGOs and 5% of NNGOs).

#### 4.2.2. Specific Services provided by NGO Forum

The survey findings with respect to the five core functions/services provided by the NGO Forum are presented as follows.

##### (i) Information sharing service

Information sharing service of the NGO Forum is aimed to collect and disseminate relevant data and conduct trend analyses and statistics on NGO presence, activities, and constraints to support the advocacy activities of the NGO Forum and its members. Members reported that information shared by the NGO Forum (e.g. daily and weekly updates, minutes, laws, policies, circulars, reports, call for proposals, job vacancies, training opportunities, funding opportunities, etc.) are useful. As mentioned earlier, 91% (91% INGOs and 92% NNGOs) of the respondents are moderately or very satisfied with NGO Forum information sharing services. The result of the survey (91%) clearly shows that the NGO Forum has significantly exceeded expectations (75%) with respect to information sharing services.

Table 4: Performance against 2017 target for information sharing

Indicators	Baseline (2016)	Target (2017)	Achievement
% of NGO Forum members responding to an annual independent assessment indicate satisfaction with information sharing services of the Forum	67%	75%	91%, significantly exceeded expectation

In expressing his satisfaction with the information sharing service, a Country Director said, “The NGO Forum has made a big stride in information sharing and members are getting useful information and on a timely basis. It sends messages and maintains a website where members get information on safety and security, circulars, laws, etc. It makes us aware of the security situation in the whole country or in a specific area so that we can plan accordingly. It helps in ensuring the safety and security of the staff and improves programming.”

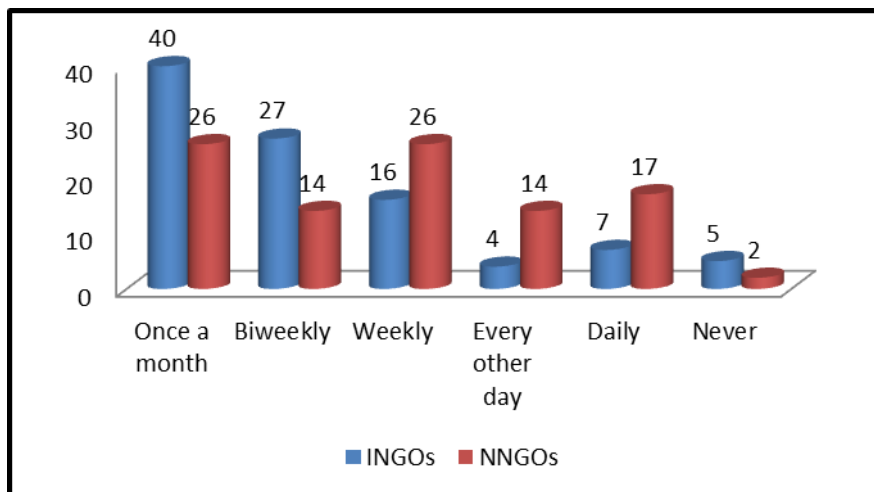
A National Director also said, “Information sharing service of the NGO Forum is useful in terms of improving NNGOs access to donor funds. This is done by sharing information on

funding opportunities. Our organisation is one of the NNGOs which have benefited from such kind of support. We were able to get fund from a donor based on a call for proposal shared by the NGO Forum.”

The NGO Forum is encouraging members to increasingly use available information technology (skype, e-mails and text messages) for sharing information. A website is developed to share information on security, NGO presence, job vacancies, calls for proposals, government laws and policies, etc. But it is difficult to know how many CDs and NDs are aware of it or are making use of it. During an interview, a CD said, “The website of the Forum is good. But, I am not sure to what extent it is used. Because I keep on hearing people asking for information that was there on the portal for long.”

While secondary data shows that the user traffic on the NGO Forum website continued to grow<sup>4</sup>, the results obtained from the quantitative survey show that the level of website visits by CDs and NDs is generally low. This is likely to the fact that other staff of NGOs other than the CDs and NDs, due to competing pressures that they have to manage and deal with, use the website more frequently. Only 15% of the respondents visit the website daily or every other day, while 34% visit it once a month, 22% biweekly, 21% weekly and 4% never visited it. Compared to INGOs (27%), the NGO Forum website is visited more frequently by NNGOs (57%).

**Figure 3: % of NGOs by Frequency of Website Visits**



CDS and NDs are quite busy and may not get the time to visit the NGO Forum website frequently. The low level of website visits by NDs can also be attributed to their limited access to internet.

<sup>4</sup> A total of 1,108,987 visits on NGO Forum website was registered from September 1 to March 31, 2018

The NGO Forum created various skype groups (e.g. security skype groups, human resource skype groups, etc.) to enhance information sharing among members. When asked to rate the usefulness of the various skype groups in the NGO Forum, 46% said that they are very useful, 24% said somewhat useful, 23% were neutral, 5% said they are of little use and the remaining 2% said not useful at all. The percentage of those who said very or somewhat useful is significantly higher for INGOs (87%) than NNGOs (48%) and this can be attributed to the limited internet access of NNGOs. Some CDs/NDs have expressed preference of other channels mainly due to sensitivity of issues especially those related to security.

**(ii) Safety and security service**

Safety and security service is aimed to provide members with accessible and timely security and access-related information, advice, and best practices in order to enhance situational awareness, inform operational decision making processes and enhance humanitarian responses. Overall, the safety and security staff of the NGO Forum are doing a good job. They are providing the service with little resources- they are barely three people. The quantitative survey shows that 86% (89% INGOs and 82% NNGOs) of surveyed NGOs are moderately or very satisfied with safety and security service of the NGO Forum.

Table 5: Performance against 2017 target for safety and security service

Indicators	Baseline (2016)	Target (2017)	Achievement
% of NGO Forum members responding to an annual independent assessment indicate satisfaction with safety and security service of the Forum	67%	75%	86%, moderately exceeded expectation

CDs and NDs said that security update of the NGO Forum is strong in incident reporting (e.g. robberies, cattle raiding, etc.) which is assessed as highly useful especially in making decisions on humanitarian operations in areas affected by insecurity. It informs coordination mechanisms and encourages NGOs to build relations with each other. It also helps NGOs working in the same area link with each other and share information on security. In performing this function, the safety and security team collaborates with UN-OCHA especially on information related to accessibility to enable NGOs make informed decisions.

The safety and security team is also doing a good job in crisis management (e.g. relocation and evacuation of NGO staff facing security threats). The evacuation of a detained NGO staff from Upper Nile is a case in point. Two-third (67%) of the respondents assessed the relocation and evacuation services of the NGO Forum as very useful or useful comprising of 73% INGOs and 60% NNGOs.

Almost all CDs commented that regular security updates of the NGO Forum are weak in analysis especially in comparison to what other security organisations are providing. A key

informant commented that, “The security update of the NGO Forum is all about incident reporting. There is very limited analysis on trends and hot spots. The safety and security team does not add much value in its weekly update. It is not getting enough time to do proper data analysis. We should even think of giving them more time. For example, having monthly security briefings instead of weekly so that the team can get sufficient time to do proper security analysis and come up with more informative security update.”

The NGO Forum, on its part, called members to support the work of the team by regularly reporting on security incidents happening in their respective areas. It is argued that the safety and security team of the NGO Forum is composed of barely three people and there is no way they can know about the whole country unless members report.

**(iii) Policy advocacy and engagement**

Policy advocacy and engagement is aimed to ensure that formal policies and guidelines support NGO operations and service delivery to South Sudan population through representation, communication, and public messaging functions. This is undertaken by maintaining regular contact with donors, UN, and government.

Given the complex South Sudan context, the NGO Forum is doing its best to avoid being caught up in controversy arising from policy advocacy and engagement. This service is currently done by the Steering Committees and Director of the Secretariat. CDs/NDs said that the Director is doing extremely well in lobbying on behalf of NGOs. He has managed to develop good relations with government and other external actors.

The survey shows that 69% of the respondents are satisfied with policy advocacy and engagement services of the NGO Forum, which is less than what the Forum targeted to achieve (75%).

Table 6: Performance against 2017 target for policy advocacy and engagement service

Indicators	Baseline (2016)	Target (2017)	Achievement
% of NGO Forum members responding to an annual independent assessment indicate satisfaction with policy advocacy and engagement services of the Forum	67%	75%	69%, moderately did not meet expectation

The NGO Forum leadership has adopted a cautious approach towards policy advocacy and engagement. A key informant said, “Policy advocacy and engagement is a delicate issue and it must be done carefully. Its focus should be on humanitarian principles (e.g. gender). Besides, as the NGO Forum is a network of autonomous NGOs with diverse mandates,

bringing all these organisations together to build consensus on advocacy issues is quite a challenge.”

Another key informant said, “The NGO Forum needs to engage in positive advocacy and give a balanced view of the situation in South Sudan. There is no need to criticise and confront the government. In fact we should send a more balanced message about South Sudan.” But this needs to be done carefully so that the NGO Forum does not lose its impartiality.

As policy advocacy and engagement is a very sensitive area for the Forum, it should be carefully undertaken with the objective of pre-empting and influencing government policies and laws in favour of NGOs. Some of the current issues that require constructive engagement with the Government of South Sudan are those related to work permit, labour law, taxation, operational hurdles, etc. This requires concerted efforts from all humanitarian actors namely donors, UN and NGOs. It is thus important for the NGO Forum to continue its engagement with all these partners.

**(iv) External engagement**

External engagement services of the NGO Forum are provided to enhance relations with donors, UN, government and other humanitarian actors. The survey results shows that 62% of the respondents comprising of 66% INGOs and 55% NNGOs are moderately or very satisfied with the external engagement service of the NGO Forum. This is less than what the NGO Forum targeted to achieve (75%).

Table 7: Performance against 2017 target for external engagement service

Indicators	Baseline (2016)	Target (2017)	Achievement
% of NGO Forum members responding to an annual independent assessment indicate satisfaction with external engagement services	67%	75%	62%, moderately did not meet expectation

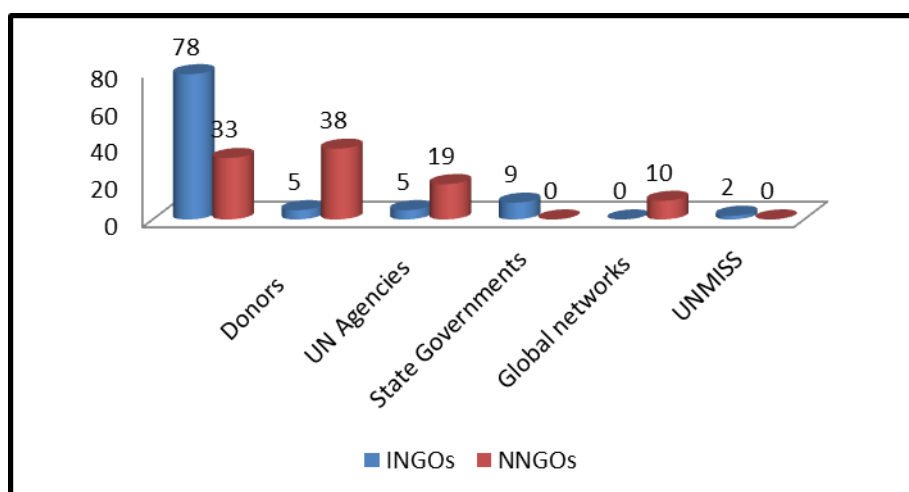
Nevertheless, the NGO Forum has made significant progress in establishing and widening its network with donors, UN agencies and government over the past two years. Respondents within the qualitative survey said that the SC and Director of the Secretariat are doing their level best to take NGOs concern to government, UN and donors.

Key informants endorsed the way the SC and Director of the Secretariat are engaging with government. They said, “There was a time when the Forum was struggling for survival. There has been tremendous improvement in the NGO Forum relations with government since the current Director came. He is doing extremely well in improving relations with government.” The waiver of registration fee for NNGOs is one concrete example of the results achieved by the NGO Forum through constructive engagement with government.

The NGO Forum has also established good working relations with donors. They regard the NGO Forum as a respected and reliable source of information. They also want to see greater engagement of NGO Forum in various humanitarian forums and meetings so that NGOs needs and concerns can be raised and discussed as appropriate. On the other hand, relations with UN-OCHA appear to be strained and both sides must collaborate to improve relations. This can be done by enhancing information sharing, identifying common issues and clarifying expectations.

When asked to rank the most impactful or useful external engagement of the NGO Forum, 59% of the NGOs (78% of INGOs and 33% of NNGOs) said engagement with national government (59%) followed by those who said with donors 20% and UN Agencies (11%). (Figure 4).

**Figure 4: % of NGOs by most impactful external engagement of the NGO Forum**



CDs and NDs indicated that engagement with national government, donors and UN agencies are the three most impactful and useful engagements. The reasons given are: (i) timely information sharing such as circular, funding information, and meetings (77%); (ii) ability to address issues at national and sub-national levels (73%); (iii) enhanced coordinated responses (71%); (iv) good working relationship with the Forum (68%), and getting capacity building support (45%). (Table 8)

**Table 8: % of NGOs by reasons given for the impactful external engagement**

Why do you think that external engagements with national government, donors and UN Agencies most impactful or useful for your organisation?	INGOs	NNGOs	Total
Timely information sharing (e.g. circulars, funding information, &	75	81	77
Ability to address any issues at national and subnational levels	73	74	73
Enhanced coordinated responses	71	71	71

Good working relationship with the NGO Forum	62	76	68
Capacity building support	20	79	45

A very high percentage (92%) of the respondents believe that external engagements of NGO Forum Secretariat and Steering Committees with key stakeholders have resulted in the protection of NGO space in South Sudan and the percentage is higher for NNGOs (95%) compared to INGOs (89%).

**(v) INGOs-NNGOs Coordination**

This service is aimed to enhance the capacity of NNGOs for improved service delivery. It was intended to be provided through training and mentoring opportunities for effective programming, networking with INGOs, donors and other stakeholders, capacity development of NNGOs, peer-pairing, and sharing information on funding opportunities, systems strengthening, internship programme, state coordination support and annual exposition.

Compared to other services, CDs/NDs are least satisfied with services rendered by the NGO Forum to strengthen coordination, communication and networking between NNGOs and INGOs. According to the survey, 54% are moderately or very satisfied with the INGOs-NNGOs coordination service of the NGO Forum. This service has been affected by lack of funding and underdevelopment of capacity building strategy to guide interventions aimed at enhancing the capacity of NNGOs.

Table 9: Performance against 2017 target for INGOs-NNGOs coordination service

Indicators	Baseline (2016)	Target (2017)	Achievement
% of NGO Forum members responding to an annual independent assessment indicate satisfaction with INGOs-NNGOs coordination services	67%	75%	54%, substantially did not meet expectation

The NNGOs and INGOs SCs can do better in representing NGOs if they speak as one. Even though they collectively represent a good force, they lack integration. Working relations between INGOs and NNGOs SCs is currently weak. They do not sit together to strategize partly because they feel that their issues and priorities are different. As a result, having a common agenda becomes quite challenging. This must be addressed through improved communication. The two SCs need to take more time to plan together to identify common issues and decide what issues to raise in which forums. They need to work closely in this respect. It can help in having greater say in agenda setting and influencing outcome of meetings.



Since NNGOs should increasingly assume greater role in humanitarian responses, enhancing their capacity and preparing them for greater roles is critical. Some of the CDs interviewed during the survey said that NNGOs need support of INGOs with respect to capacity building either through the provision of training or mentoring schemes. The NGO Forum can play key role in encouraging INGOs and NNGOs to work together to allow transfer of skills and sharing of experience. This can be facilitated by sharing list of dependable NNGOs for partnership with international INGOs.

Capacity building support should have to be tied to the potential of NNGOs to sustain themselves. The NGO Forum must ensure that the NNGOs selected for capacity building support must have a minimum capacity such as office with basic equipment and facilities, a reasonable number of staff, and some experience in implementing projects. The capacity assessment exercise that has been rolled out recently by the NGO Forum is a good initiative. It is expected to facilitate assessment of capacity and identification of NNGOs with which INGOs could enter into partnership.

Expo and social events are good initiatives in terms of enhancing interaction between NNGOs and INGOs and creating opportunities for partnership. Expo has been effective in supporting NNGOs in their search for funding. A National Director said, “I believe Expo is an important event in terms of supporting NNGOs to market their organisations and project ideas to potential donors and other stakeholders. It brings donors to the event and that creates funding opportunity for NNGOs. Our participation in Expo helped us connect with the German Embassy from which we managed to get a grant of 25,000 USD for women empowerment.”

This service is highly relevant to NNGOs as they consider funding as their most critical challenge. The NGO Forum supports their fund raising efforts by providing them with information on availability of funds, sharing donor guidelines, and helping them get registered with donors. Close to three-fifth (59%) of the surveyed NGOs said that the NGO Forum supported their organisation’s resource mobilisation efforts and the percentage of NNGOs (81%) is significantly higher than INGOs (42%).

The NGO Forum supports resource mobilisation efforts of NNGOs by sharing information (95%), creating access to humanitarian fund (58%), providing updates on various surveys (47%), training (46%), supporting NGOs in project proposal writing (26%), and internship initiative (23%). For example, Grassroots Relief and Development Agency got USD 30,000 from London-based Alkhair Foundation as a result of information obtained from the Forum.

**Table 10: % of NGOs by type of resource mobilisation support**

How did NGO Forum support your resource mobilisation efforts?	INGOs	NNGOs	Total
Sharing information	96	94	95

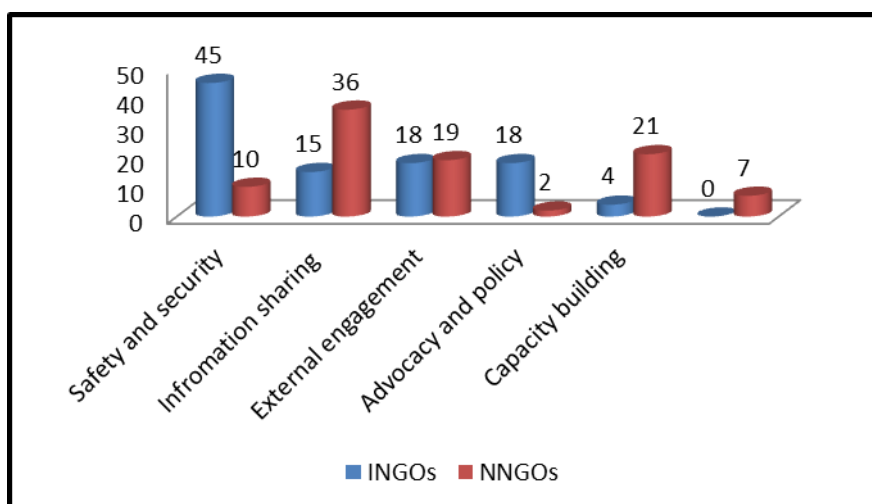
Creating access to humanitarian fund	43	68	58
Providing update on various surveys	52	44	47
Training	30	56	46
Supporting NGOs in project proposal writing	17	32	26
Internship initiative	9	32	23

The most reliable sources of funding for NGOs are bilateral donors and multilateral donors (63% each), private donors (43%), South Sudan Humanitarian Fund (27%), and others (13%). The most reliable source of funding for INGOs is bilateral donors (82%) while for NNGOs it is multilateral donors (67%).

### Needs of NGOs for 2018

The survey attempted to identify the three most important type of services members need from NGO Forum in 2018. INGOs selected safety and security service (45.5%) as their most important need followed by advocacy and external engagement (18.2% each) while NNGOs indicated information sharing (35.7%) followed by capacity building (21.4%) and external engagement (19%). (Figure 5)

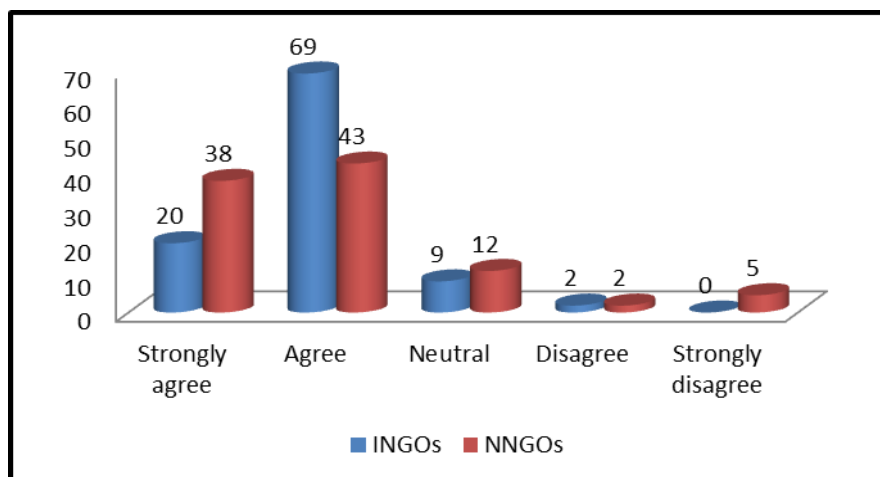
**FIGURE 5: % NGOs BY TYPE OF SERVICES NEEDED IN 2018**



### 4.3. Secretariat

An overwhelming majority of the respondents assessed the services of the NGO Forum Secretariat as responsive. When asked to indicate whether the Secretariat is responsive to the needs of their organisations, 86% of the respondents agreed or strongly agreed, 10% were neutral, and 4% disagreed and strongly disagreed. The percentage of those who agreed or strongly agreed is higher for INGOs (89%) compared to NNGOs (81%). (Figure 6)

**FIGURE 6: % NGOs BY RESPONSIVENESS OF THE SECRETARIAT**



NDs and CDs are satisfied with the responsiveness of the secretariat to their needs. A National Director said that, “The Secretariat is very efficient and it serves us well. The staff go extra mile to assist. We get fast services. When they are not able to give immediate response, especially when they need to consult external actors, they respond within one or two days.”

A Country Director also said, “The secretariat is doing good in representing members in cluster meetings especially when SC members are unable to attend these meetings. The Director is effectively representing the Forum but he may not have communicated to members on what, where and how he represented the NGOs. Hence, most CDs/NDs may not know about his representational activities.”

Members are also satisfied with the performance of the rest of the staff. The NGO Focal Point is doing good in coordinating NNGOs. The safety and security team is providing good services in terms of security update and crisis management (relocation and evacuation). The Secretariat is in the process of reviving field coordination mechanisms through the provision office equipment and facilities. Most respondents are satisfied with the services of the information team as they are getting what they need on a timely basis.

Different factors contributed to the effectiveness of the Secretariat in responding to the needs of member organisations. These factors are giving voice to members’ needs and concerns (24%); availability of Secretariat staff to help and respond to members (20%); timeliness of follow up (19%); meetings (13%); personal contact (7%); availability of Steering Committee members (2%); access to Secretariat Office (1%); and none (14%).

The three most important factors for INGOs are timeliness of follow up (27%), giving voice to members’ needs and concerns (25%) and availability of Secretariat staff to help. NNGOs, on the other hand, consider availability of Secretariat staff as the most important factor

(26%) followed by giving voice to members' needs and concerns (21%) and various meetings (17%).

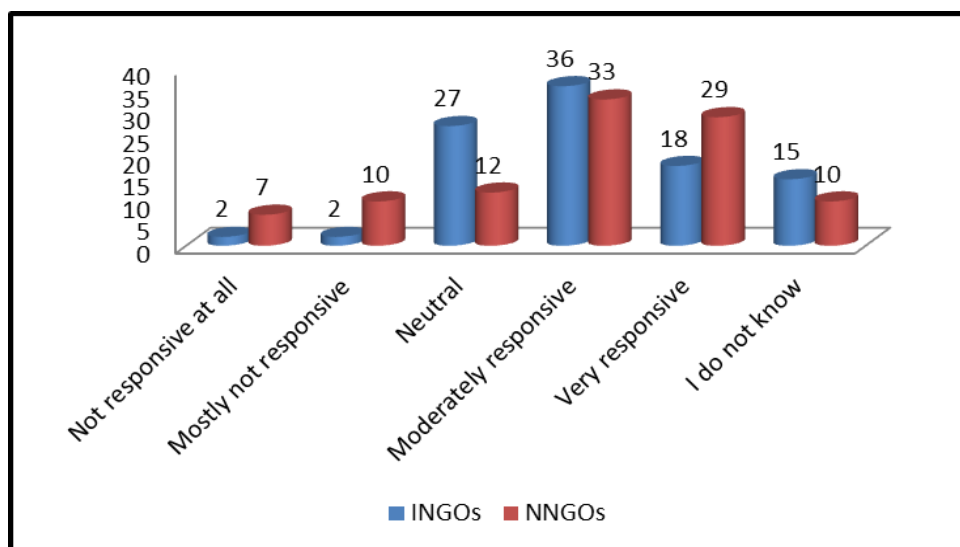
It is also important for the NGO Forum to promote itself and its services to a wider audience as part of expanding its network. This must be supported by data required to give readers highlights of what the NGO Forum is doing to coordinate NGOs for improved humanitarian response in South Sudan. It is important for the NGO Forum to build its image. To this end, the NGO Forum needs to be in constant contact with the media to send positive messages about itself and the NGO community. This will be one of the main functions of the Communication Advisor who will be shortly recruited.

#### 4.4. Steering Committees

The General Assembly of the NGO Forum elects NNGOs and INGOs Steering Committees composed of ten members each. These Steering Committees in turn form the Joint Steering Committee (JSC) comprising of all NNGOs and INGOs Steering Committees members (20 members) and is supposed to hold its meeting biweekly.

The responsiveness of the Steering Committees to members needs is not highly rated by the NDs and CDs. Of the total respondents, 23% rated the Steering Committees as very responsive, 35% as moderately responsive, 21% were neutral, 5% as mostly not responsive, 4% as not responsive at all, and 12% said "I do not know". A higher percentage of NNGOs (62%) perceive the Steering Committee moderately or very responsive compared to INGOs (54%).

**FIGURE 7: % NGOS BY RESPONSIVENESS OF THE STEERING COMMITTEES**



CDs and NDs feel that serving in the SCs has its own benefits and costs. The benefits are mainly visibility and access to information. They attend various forums such as HCT, SSHF,

ICWG, etc. on behalf of members. By being part of the discussions taking place in different forums, SC members are better informed. But attending all these meetings takes a great deal of their time. It requires heavy commitment as SC members are required to attend many meetings within the NGO Forum (planning retreats, biweekly SC meeting, monthly JSC meeting, monthly CDs and NDs meeting and other ad hoc meetings) and with external actors (HCT, ICWGs, SSHF, UNMISS, RRC, etc.).

SC members interviewed during the survey appear to be satisfied with what they are doing for the good of the whole NGO community. A SC member said, "I am engaged and I am happy. I believe those engaged feel the same. There is no doubt that this engagement takes a lot of my time, but it is worth it. We raise important issues in SC, JSC, NDs/CDs meetings and when we meet external actors. However, those who have little contact with the Forum may not see the value."

### **Joint Steering Committee (JSC)**

All the 20 members of the NNGOs and INGOs SCs are put into the JSC to ensure wider representation of the members. It is also aimed to help in meeting the quorum as members may not be able to attend all JSC meetings. The main problem of the JSC is meeting the quorum mainly due to low attendance of internationals resulting from their busy work schedule, travel, lack of interest for JSC meetings, etc. At the core of this lies the tense working relation between INGOs and NNGOs.

Apart from this, there is a feeling that priorities and issues of INGOs (e.g. work permit, taxation, etc.) are different from those of NNGOs (e.g. allocation of funding, capacity building, etc.). This makes agenda setting difficult for SC members. The practice of setting agenda by putting together what the two steering committees decide to bring to the table without integrating them is also affecting the effectiveness of the JSC. Moreover, there is no huge amount of engagement between the two. This strongly suggests the need for clarifying the purpose of the JSC.

### **Constituency system**

To enhance interaction between the Steering Committee and members, the NGO Forum has introduced a system where each Steering Committee member has a group of 10 to 15 CDs/NDs as his/her constituency. 71% of surveyed NGOs comprising of 69% INGOs and 74% NNGOs said that they know their Steering Committee representative/Constituency Lead.

Despite this, the constituency system has not been effective in terms of sharing information and agenda setting. Both the Leads and their constituents have contributed to this. The Leads have not achieved much because they have either been busy with other things or got transferred without handing-over the constituent list to his/her successor. The constituents, on their part, may not have been active. This resulted in a low level of interaction and

information sharing between the Leads and their constituents. Busy work schedules, frequent travel, and high turnover of CDs may also have contributed to the low level of interaction among CDs within a given group.

#### **4.5. Representation roles of the NGO Forum**

The NGO Forum participates in different forums (e.g. HCT, ICWG, UNHAS, UNMISS, SMT, SSHF, etc.) to represent NGOs. The Steering Committees and the Secretariat represent NGOs in these forums. They are playing an important representation role in the various forums (HCT, ICWGs, SSHF, etc.) by raising issues that interest and concern NGOs. A very high percentage (92%) of the respondents have expressed their satisfaction with the way the Steering Committees and Secretariat are conducting their representation roles in these forums and the percentage is higher for INGOs (93%) compared to NNGOs (90%).

The most important reason given for being satisfied with the NGO Forum representation role are: (i) serves as a channel for sharing relevant information (84%); (ii) NGO Forum's voice is respected (68%); (iii) NGO Forum is able to influence decision making and policy (65%); and (iv) provides opportunities for networking (62%).

SC members attend HCT meetings on a rotational basis. They represent the interests and concerns of NGOs and advocate on their behalf in these meetings. The contributions of the Steering Committee members and Secretariat in UN-led coordination mechanisms are highly valued.

CDs/NDs consider HCT as the most important forum followed by JSC, ICWGs and SSHF. HCT is the highest level as it is attended by all the major actors (donors, UN, and NGOs) and important issues are raised and decisions are taken. NGOs are represented in HCT by six SC members composed of 4 INGOs and 2 NNGOs. It is generally viewed as a good platform to raise important issues and get visibility. The problem with HCT is that the parties (UN and NGOs) have different issues and setting common agenda is a challenge. JSC is where there is active coordination among different actors. ICWGs are supposed to be a good coordination and information sharing network for all relevant actors. However, they are viewed by CDs/NDs as ineffective.

CDs/NDs viewed South Sudan Humanitarian Fund (SSHF) meeting discussions as less strategic as it mainly deals with allocation of humanitarian funds. At the same time, it is an important source of funding for NNGOs and the percentage of NNGOs receiving SSHF funding has seen steady improvements over the last few years. In this year, for example, 28% of the SSHF has gone to NNGOs. But this will again depend on the size of the envelope because when it is big, it gives more leeway to engage more NNGOs. To this end, the NGO Forum will need to devise new approaches to providing capacity building support to NNGOs in areas such as proposal writing and financial reporting. OCHA, on its part, could consider or explore the possibilities of setting aside some block grants exclusively for NNGOs.

Members are satisfied with the engagement of the NGO Forum with donors. They appreciate the role played by the SC and Director of the Secretariat in establishing and widening the Forum’s network with donors. Due to their active engagement, donors have confidence in the NGO Forum and regard the NGO Forum as a respected and reliable source of information. They want to see increased presence of the NGO Forum in humanitarian meetings so as to make the needs and concerns of NGOs communicated at the right level. They tend to appreciate the Forum’s constructive engagement with government and participation in different forums.

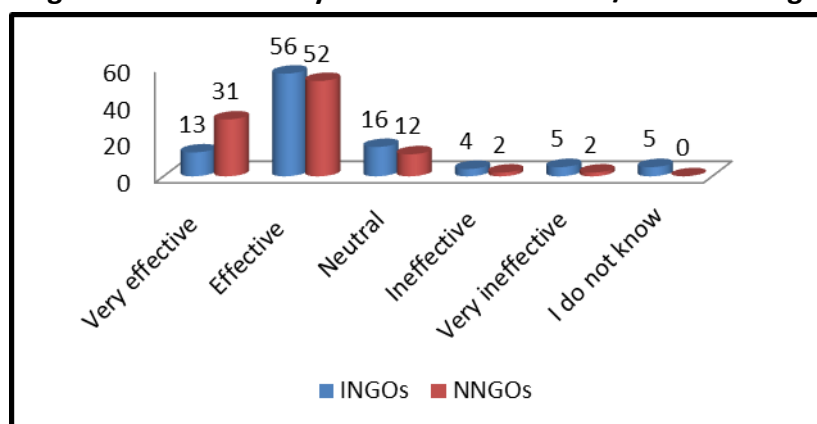
Key informants also endorsed the way the NGO Forum is engaging with government, which resulted in significant improvement in relation with government. This has allowed the Forum to serve its membership better especially when they face security issues and operational challenges.

#### 4.6. National and Country Directors’ meetings

The NDs/CDs assessed these meetings as important because they allow information sharing on a wide range of issues including updates, work permit, taxation and labour law and accessibility of programme areas.

The survey shows that 76% (69% INGOs and 83%NNGOs) of the respondents assessed that the CDs/NDs meeting as effective or very effective (Figure 8). Despite assessing it as effective, CDs and NDs want to see change in the way this meeting is conducted. They feel that too much emphasis is given to information sharing and presentation rather than to issues that are more strategic such as deliberating on annual plans and objectives of the Forum. CDs also commented that it is time consuming and can be done in a shorter time.

**Figure 8: % of NGOs by effectiveness of NDs’/CDs’ meetings**



#### 4.7. Field level coordination

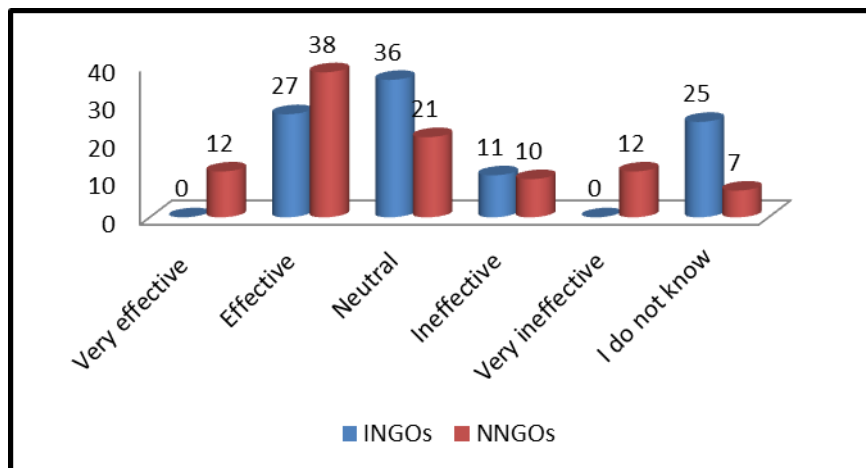
Field level coordination service of the NGO Forum is aimed to strengthen coordination mechanism at state level to enhance information sharing, networking, and collaboration

among NGOs operating at state and local levels. Generally speaking, NGOs based in Juba have better access to NGO Forum services. Those in the states are not served well because the NGO Forum does not have a strong coordination mechanism in the states. Besides, most NNGOs operating at state level do not have internet and hence have limited access to information disseminated by the NGO Forum. To correct this, the NGO Forum has already taken initiative to establish and strengthen State Coordination Secretariat by providing them with office furniture, office equipment and access to internet. A nine member committee is established to guide and facilitate state coordination.

Despite the investment made in capacity building, the state coordination mechanisms are yet to take off the ground. The survey results shows that only 32% of the respondents assessed field level coordination as effective or very effective, and the remaining were neutral (30%), ineffective and very ineffective (15%) and those who said “I do not know” (17%). A higher percentage (50%) of NNGOs rated this service as effective/very effective compared to INGOs (27%). (Figure 9)

The three most critical factors that are negatively impacting field-level coordination, in order of their severity, are communication gap, insecurity, and resource constraints (e.g. facilities such as access to internet).

**Figure 9: % of NGOs by effectiveness of state coordination services**



#### 4.8. Capacity building

Capacity is often cited as the biggest challenge of NNGOs particularly in proposal writing, financial reporting and M&E. The NGO Forum capacity building support aims to enhance the capacity of NNGOs through training, peer partnering, creating partnership with INGOs, etc. The purpose of the mentoring initiative is to encourage INGOs and NNGOs to work together in partnership. Internship programme is also highly relevant because it offers the youth access to employment in NGOs.



In 2017, the NGOF provided limited training to NNGOs mainly on conflict sensitivity, livestock and humanitarian aid and cash-based livelihood. When CDs/NDs were asked to assess the limited capacity building service of the NGO Forum, 70% said that they are satisfied with the capacity building support of the NGO Forum with almost no difference between INGOs (71%) and NNGOs (69%). The three most important capacity building supports needed by NGOs are training (38%), followed by sharing best practices (33%) and sharing assessments and evaluation reports (22%). (Table 11).

**Table 11: % of NGOs by type of capacity building support needed**

What are the most important capacity building supports of the NGO Forum that your organisation	INGOs	NNGOs	Total
Training	31	48	38
Sharing best practices	38	26	33
Sharing assessment/evaluation reports	31	10	22
Strategic plan development support	0	17	7
Total	100	100	100

#### 4.9. Best practices

The NGO Forum has not done much in sharing best practices. The limited best practices promoted by NGO Forum were focused on conflict sensitivity (74%), humanitarian practices (70%), and training on conflict sensitivity, gender integration and mainstreaming, and protection, integration and mainstreaming (57%). When asked to evaluate the NGO Forum information sharing service on best practices in the delivery of humanitarian and development interventions, 12% assessed it as excellent, 41% as good, 28% as satisfactory, 15% as fair and 3% as poor. (Table 12)

**Table 12: % of NGOs by Level of satisfaction of NGO Forum best practices**

How do you evaluate the quality of NGO Forum information sharing on best practices?	INGOs	NNGOs	Total
Excellent	5	21	12
Good	38	45	41
Satisfactory	38	14	28
Fair	15	17	15
Poor	4	2	3
Total	100	100	100

#### 4.10. Optimism about NGO Forum Services

The survey respondents are generally optimistic about the future services of NGO Forum and expect improvements. When asked to indicate their optimism about the NGO Forum in

terms of meeting their expectations in 2018, 46% are optimistic, 35% very optimistic, 13% are cautiously optimistic, 3% are skeptical, and 2% undecided.

## **5. CONCLUSION AND RECOMMENDATIONS**

### **5.1. Conclusion**

The NGO Forum has significantly improved its services in the past one year. It is doing good in providing daily and weekly updates, sharing key messages of the week on operational environment, HCT, ICWG, etc. meetings, funding opportunities, job advertisements, training opportunities, circulars and government legislations, communication from other stakeholders (e.g. donors), and security information. It is sharing all these through emails, skype groups, text messages and website.

Safety and security team is doing a good job in providing security updates and coordinating relocation and evacuation activities involving NGO staff. They are doing this in collaboration with UNMISS, UNHAS and UNDSS.

The NGO Forum has changed its strategy and adopted a very cautious approach to policy and advocacy. Accordingly, policy advocacy and engagement is aimed to influence laws and actions of government and other actors in favour of NGOs. The whole purpose is to influence and shape policies. The forum is trying to do this through public messaging and presenting the interest of members in different meetings. It is less keen to engage in public advocacy and this has contributed to improved relations with government.

The Steering Committees and Director of the NGO Forum are undertaking their external engagement functions through different forums. As a result, they managed to establish and develop relations with government, donors, and UN. Donors have shown growing interest to support the Forum. As a result, the Forum has secured funding from three donors (ECHO, SIDA and SDC). Relations with government namely RRC, Ministry of Humanitarian Welfare and Disaster Management and Ministry of Labour have significantly improved. The Director in particular is doing extremely good in reaching out government offices at different levels. Relation with UN-OCHA is strained and needs to be addressed through joint efforts.

There has been improvement in INGOs-NNGOs coordination. Annual expositions have been successfully organised. Efforts are done by the Forum to partner INGOs with NNGOs. Social event is planned to help in bridging the gap between INGOs and NNGOs. A Joint Steering Committee composed of INGOs and NNGOs is also formed to facilitate integration of INGOs and NNGOs. However, much remains to be desired in terms of improving the effectiveness of the Joint Steering Committee.

Secretariat is functional and there is improvement in staffing which is balanced between international and national staff. The Forum is also in the process of recruiting three

additional staff, namely programme advisor, communication advisor and capacity building specialist. This is expected to enhance the capacity of the NGO Forum significantly and ease the heavy work load of the Director.

The NNGOs and INGOs are doing their level best to provide leadership to the Forum and represent the interest of NGOs in different forums. This is taking a lot of their time as they have to attend many meetings in the Forum and with external actors. The complex South Sudan situation (e.g. unstable policy environment, insecurity and growing inflation) has also made the role of Steering Committee members more challenging. Due to constant change in the humanitarian environment, the SC members have to hold more frequent meetings.

Key informants said that the SC and Director are doing a great job in representing NGOs in the various humanitarian coordination forums. Partners said that the SCs and Secretariat are well informed and are adding value to these meetings by raising issues that interest NGOs.

The National and Country Directors' meeting is a platform for sharing information about concerns and common issues of NGOs, networking, etc. There is no consistency in attendance and fluctuates depending on agenda. For example, attendance was very high when there was presentation on the Labour Law. The message is to set agenda carefully and it should be on issues of importance.

The NGO Forum has taken initiative to revive state coordination mechanisms. It is in the process of strengthening them by providing them basic office equipment and facilities. This is expected to improve NGOs coordination and networking at state level.

Capacity building intervention has not been implemented as planned mainly due to delays in funding. The Forum has rolled out the Capacity Assessment Tool (CAT) to evaluate the capacity of NNGOs and identify capacity gaps. Once the NNGOs carry out the self-assessment exercise and submit completed CAT, then an external auditor will be hired to verify the scores given by the participating NGOs. The exercise is expected to culminate in the identification of capacity gaps and development of action plan to bridge the capacity gap.

Best practice service is all about sharing information and discussing issues on how best to conduct humanitarian and development responses. However, the Forum has not done much in sharing best practices.

## **5.2. Recommendations**

The recommendations of the survey are presented as follows:

1. Improve service delivery in terms of quality and scope to make them more effective and responsive to the needs of members especially with respect to policy and advocacy, external engagement and INGOs-NGOs coordination.
2. Continue strengthening external engagement by following up on emerging issues with key stakeholders, updating members on broad dynamics of operation contexts, instituting regular meetings with key stakeholders, and having clear agenda for meetings with key stakeholders. To enhance awareness of CDs and NDs about the external engagement efforts of SCs and Secretariat, the NGO Forum needs to (i) develop communication strategy on this issue, and (ii) frame questions regarding external engagement in a manner that better reflects the realities on external engagement.
3. Deliberate on how to enhance the responsiveness of the Secretariat to members' needs and concerns by improving engagement and responsiveness between constituents and Steering Committee Leads; facilitating members' interaction with each other and other stakeholders; giving timely responses to member's requests and concerns; and ensuring easier access to relevant information to members through websites/mediums.
4. During the JSC retreat, deliberate on how to enhance integration of the NNGOs and INGOs Steering Committees so as to improve effectiveness of the JSC. This may include taking more time to plan together to identify common issues and decide as to who should raise what issues in which forum.
5. Enhance the responsiveness of the Steering Committees to their members and constituents by ensuring regular communication between constituents and constituent Leads, clarity of agenda for engagement with Leads, and identifying and working with champions within constituents. The Steering Committees also need to revisit the constituency system and develop other innovative ways of enhancing communication and engagement between SC members and their constituencies.
6. Enhance further communication with NGO Forum members by developing communication products such as (i) creation of NGO Forum bulletin covering various issues, (ii) holding regular meetings between SC members and their constituents, and (iii) regular sharing of information between Leads and constituency members.
7. The focus of the CDs and NDs meeting is currently more on information sharing, presentation and voting on new members. CDs' and NDs' meetings need to be better organised in terms of clarity of purpose, agenda setting, duration of the meeting, timing (e.g. morning hours on Friday), etc.
8. Engage members on how to improve field level coordination through: (i) the identification of focal points from those in the field to improve coordination, (ii) supporting and strengthening field level coordination, (iii) regular sensitisation of CDs/NDs on field level coordination challenges and improvement mechanisms, and (iv) improve communication among members in the field.

9. Enhance capacity building services of the NGO Forum by: (i) conducting capacity needs assessment, (ii) enhancing information sharing, (iii) organising more tailored trainings and mentoring opportunities, and (iv) engaging INGOs and UN agencies in the provision of training to NNGOs. Consider conducting a tracer study to establish whether those young South Sudanese who participated in internship programme have got employment with NGOs.
10. Create space for sharing best practices by organising area/sector based reflective sessions on what works in South Sudan, publishing best practices bulletin and briefs, and holding presentations on best practices.

## 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
<b>Identification</b>			
A.1	Name of organisation		
A.2	Category of NGO	International NGO.....1 National NGO.....2	
<b>NGO Forum Functions/Services</b>			
B.1	Please indicate type of services received from NGO Forum in 2017. (Circle all that apply)	Information sharing.....A Safety and security .....B Policy.....C External engagement .....D 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)	1=Very Dissatisfied    2=moderately Dissatisfied    3=Neutral    4=Moderately Satisfied    5=Very Satisfied	

	Information sharing..... A	A. 1 2 3 4 5	
	Safety and security.....B	B. 1 2 3 4 5	
	Policy.....C	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	
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 Completely .....5	
B.4.	How often do you visit NGO Forum website?	Daily.....1 Every other day.....2 Weekly.....3 Biweekly.....4 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	
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)	Write the letter of your choice in the appropriate box  First  Second  Third  Fourth  Fifth	
	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		
No.	Questions and Filters	Categories	Skip
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	
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	
<b>Field-level coordination</b>			
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	
No.	Questions and Filters	Categories	Skip
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	
<b>External Engagement</b>			
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 Agencies.....C 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	
No.	Questions and Filters	Categories	Skip
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	

Capacity building			
G.1	Are you satisfied with NGO networking and capacity building support obtained from NGO Forum?	Yes.....1 No.....2	
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). Training .....A 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 assessment .....A 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 NNGOs 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**

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### **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), Perdiem 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
<b>Donors</b>		
Tania Rohrer	Deputy Director of Cooperation Office	Swiss Development Cooperation (SDC)
Hanna Carlsson		Swedish International Development Agency
Thomas Harrison		ECHO
<b>Country Directors</b>		
Deirdre Keogh	Chair, SC/Country Director	Save the Children International
Adam Levin	Deputy Chief of Party	Internews
Jerry Farrell	Country Director	Catholic Relief Services (CRS)
Ngamunde Joel	Human Resource Manager	Safer World
Martin Ruppenthal	Country Director	Tearfund
Raphael CAPONY	Country Director/SC Member	Danish Refugee Council (DRC) Danish Demining Group (DDG)
Rehana Zawar	Country Director	Norwegian Refugee Council (NRC)
Robert Simpson	Country Director/SC Member	ACTED
Yvonne Rohan	A/Director	Concern Worldwide
<b>National Directors</b>		
Name	Title	Organisation
Angelina Nyajima Simon	Chair, SC/Executive Director	Hope Restoration (HR)

Gloria Modong	Executive Director	Titi Foundation
Henry Taban Solomon	Executive Director	Rural Action Against Hunger (RAAH)
Mike Soro	Chief Executive Officer SC Member	Support for Peace & Education Development Programme (SPEDP)
Riya William Yuyada	Executive Director	Crown the Woman
Audelio Obur Kimu	Programme Coordinator	Grassroots Relief and Development Agency (GREDA)
<b>South Sudan NGO Forum Secretariat</b>		
Pius Ojara	Director	South Sudan NGO Forum Secretariat
Hafeez Wani	National NGO Focal Point	“
Kenneth Muturi	Information Advisor	“
Shamela Khaltumah	State Coordinator, Trainer	“
Alexander Jones	NGO Security Analyst	“
Martin Ochere	Deputy Security Focal Point	“
<b>UN-OCHA</b>		
Ian		
Esteban Sacco	Deputy Head of Office	United Nations Office for the Coordination of Humanitarian Affairs

## B. Focus Group Discussants

Name	Title	Organisation
<b>NNGOs Steering Committee</b>		
Jane Alphonse	Executive Director	Alliance for Community Health Initiative (ACHI)
Panther Alier	Country Director	Smile Again African Development Organisation (SAADO)
Thomas Muto Samuel	Executive Director	Youth Technology Development Organisation (YTDO)
Amos Jeff	Director of Programme	Stop Poverty Communal Initiative (SPOCI)
Commandos Marino	Technical Advisor	Health Action Aid (HAA)
<b>National Directors</b>		
Albino Gaw Dar	National Director	Youth Foundation
Mabior Wel Aigan Wel	National Director	CCOSS
Kama Geoffrey Paul	Project Coordinator	GEWLP
Licki Albert Gummatol	Education Coordinator	ADCORD

