

**SOUTH SUDAN RECOVERY FUND – SMALL GRANTS  
FINAL PROGRAMME<sup>1</sup> NARRATIVE REPORT  
REPORTING PERIOD: 1 OCTOBER 2009 – 31 DECEMBER 2012**

<p><b>Programme Title &amp; Project Number</b></p> <p><b>Programme Title:</b> Small Grants Mechanism  <b>Programme Number:</b>SRF-09/BRAC20  <b>MPTF Office Project Ref. Number:</b>00074316</p>	<p><b>Country, Locality(s), Thematic Area(s)<sup>2</sup></b></p> <p><b>Country:</b> South Sudan,  <b>Locality:</b> All 10 states of South Sudan  <b>Thematic Areas:</b></p> <ol style="list-style-type: none"> <li>1. Agriculture</li> <li>2. Education</li> <li>3. Water and Sanitation</li> <li>4. Capacity Building</li> </ol>										
<p><b>Participating Organization(s)</b></p> <p>United Nations Development Programme (UNDP)</p>	<p><b>Implementing Partners</b></p> <p>BRAC NGO (Grants Coordinator) for National CBOs/NGOs.</p>										
<p><b>Programme/Project Cost (USD)</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;"><b>MPTF Fund Contribution:</b> <i>by Agency (if applicable)</i></td> <td style="text-align: right;">USD2,675,000.00</td> </tr> <tr> <td><b>Agency Contribution</b> <i>by Agency (if applicable)</i></td> <td style="text-align: right;">0.00</td> </tr> <tr> <td><b>Government Contribution</b> <i>(if applicable)</i></td> <td style="text-align: right;">0.00</td> </tr> <tr> <td><b>Other Contributions:</b> SSRF Steering Committee Approved additional MPTF funds on 16 Jan 2012.</td> <td style="text-align: right;">USD344,621.00</td> </tr> <tr> <td><b>TOTAL:</b></td> <td style="text-align: right;"><b>USD3,019,621</b></td> </tr> </table>	<b>MPTF Fund Contribution:</b> <i>by Agency (if applicable)</i>	USD2,675,000.00	<b>Agency Contribution</b> <i>by Agency (if applicable)</i>	0.00	<b>Government Contribution</b> <i>(if applicable)</i>	0.00	<b>Other Contributions:</b> SSRF Steering Committee Approved additional MPTF funds on 16 Jan 2012.	USD344,621.00	<b>TOTAL:</b>	<b>USD3,019,621</b>	<p><b>Programme Duration (months)</b></p> <p><b>Overall Duration(months):</b> 39 months</p> <p><b>Start Date<sup>3</sup>:</b> October 2009</p> <p><b>Revised end Date<sup>4</sup>:</b> December 2012</p> <p><b>Operational Closure Date<sup>5</sup>:</b> December 2012</p> <p><b>Expected Financial Closure Date:</b> May 2013</p>
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<p><b>Final Programme/ Project Evaluation</b></p> <p>Evaluation Completed  <input type="checkbox"/> Yes   <input checked="" type="checkbox"/> No   Date:</p> <p>Evaluation Report – LLE Not attached.  <input type="checkbox"/> Yes   <input checked="" type="checkbox"/> No</p>	<p><b>Submitted by:</b></p> <p>Amanuel Gebremedhin  <a href="mailto:amanuel.gebremedhin@undp.org">amanuel.gebremedhin@undp.org</a></p>										

<sup>1</sup>The term "programme" is used for programmes, joint programmes and projects.

<sup>2</sup>Priority Area for the Peacebuilding Fund; Sector for the UNDG IFF.

<sup>3</sup> The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the MPTF Office Gateway.

<sup>4</sup>The original project end date was December 2011. The project was extended following an approval by the Steering Committee.

<sup>5</sup> All activities for which a Participating Organization is responsible under the approved MPTF programme have been completed.

*SSRF Small Grants making changes: vegetable production made big impacts on family lifestyle in Aweil West  
(photo by local NGO, Confident Relief and Rehabilitation, in Aweil West, South Sudan 2012).*



## **ACRONYMS**

CBO	Community Based Organizations
CP	Country Programme
CPAP	Country Programme Action Plan
FACE	Funding Authorization and Certification of Expenditures
GoSS	Government of South Sudan
NGO	Non-Governmental Organization
RSS	Republic of South Sudan
SSRF	South Sudan Recovery Fund
SSRDF	South Sudan Reconstruction and Development Fund
UN	United Nations
WATSAN	Water and Sanitation

## **FINAL PROGRAMME REPORT**

The final report for the South Sudan Recovery Fund Small Grants Mechanism outlines the results achieved over the project lifetime, including the extension period (January 2012 to December 2012). The report demonstrates the contribution of outputs to the agreed outcome areas defined in the Small Grants Mechanism's guiding strategic planning framework. The project's evaluation/lessons learned study report is attached to the report.

### **I. PURPOSE**

#### **a. Provide a brief introduction to the programme/ project (*one paragraph*).**

The purpose of the South Sudan Recovery Fund (SSRF) is to accelerate the recovery initiative in South Sudan through high-impact, quickly disbursed projects. The Small Grants Mechanism was intended to support activities through the allocation of funds in areas of post-conflict recovery to consolidate peace and ensure visible and tangible peace dividends for affected states and communities by improving rural development and social and humanitarian support in each of the 10 states of South Sudan. The activities prioritized by the SSRF Steering Committee were based on the 2008 Government of South Sudan (GoSS) expenditure priorities and included rural livelihoods, income generation for vulnerable groups and rural infrastructure.

The original budget approved by the Steering Committee for the Small Grants Mechanism was USD 2,675,000. On 16 January 2012, the SSRF Steering Committee approved an extension of the Small Grants projects to enable implementation for a further twelve month period having received additional funding of USD344,621 for implementation in Northern Bahr el Ghazal and Jonglei States. The extension increased the total project budget to USD3, 019,621.

#### **b. Provide a list of the main outputs and outcomes of the programme as per the approved programmatic document.**

The two key outputs of the Small Grants Mechanism project were:

1. Build capacity of 210 staff and key personnel of 70 Non-Governmental Organizations (NGOs)/Community Based Organizations (CBOs) through training in project proposal writing, financial management, and monitoring and evaluation.
2. Disbursement of grants to 70 NGOs/CBOs to ensure proper management of funds.

These outputs related to the Country Programme as follows:

**Country Programme (CP) Outcome 7:** *Post conflict socioeconomic infrastructures restored, economy revived and employment generated.*<sup>6</sup>

**CP Output** (*applicable to 2009-2012 Country Programme Action Plan, CPAP*): *Post conflict recovery accelerated in strategic areas to ensure peace dividends are visible and tangible to conflict affected areas.*

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<sup>6</sup>The CP Outcome and CP Output correspond to the CPAP 2009-2012. A new CPAP covering 2012-2013 has been designed and under implementation. The CPAP 2009-2012 framework is used for the Small Grants Mechanism as most activities of the allocation were implemented between 2009 and 2012.

**c. Explain how the Programme relates to the Strategic (UN) Planning Framework guiding the operations of the Fund.**

Under the Strategic Planning Framework, the intended outcome was that by 2012 poverty, especially amongst vulnerable groups, would be reduced and equitable economic growth realised through improvements in livelihoods, creation of decent employment opportunities, food security, sustainable natural resources management and increased self-reliance. The Small Grants Allocation was managed under CP Outcome 7 and applicable CP Outputs as defined in the approved Country Programme Document 2009 - 2012. The interventions were part of a two-pronged approach, which combined a focus on strengthening the capacity of the South Sudan Reconstruction and Development Fund's (SSRDF) role to co-manage, in partnership with BRAC, the recovery funding and to coordinate and monitor recovery projects through building the practical skills of CBOs to support grass-roots and local initiatives in the sectors of agriculture, education and water and sanitation (WATSAN). The bulk of SSRF livelihood funding (USD 20.8 million) was piloted under the 18 Livelihood Project Cooperation Agreements with Save the Children UK, Save the Children Sweden, World Vision, Stromme Foundation, IRD, ICCO, NCA, CMSI, Oxfam and AMURT. The agreement was designed and signed with UNDP for the purpose of implementing livelihoods development programmes with the South Sudan States Government across the 10 States of South Sudan. There is also the SSRF Stabilization Programme implemented in the four states of Eastern Equatoria, Jonglei, Warrap and Lakes with a total combined budget of USD102,829,193.

**d. List primary implementing partners and stakeholders including key beneficiaries.**

**Implementing Organizations and Participating Line Ministries**

- State Ministries of Finance
- State Ministries of Gender and Child Welfare
- State Ministries of Agriculture and Forestry
- State Ministries of Education
- SSRF Steering Committee: Partner (Policy Body)
- Local Government Boards
- South Sudan Reconstruction and Development Fund
- BRAC South Sudan
- United Nations Development Programme
- Community Based Organizations
- South Sudan NGO Forum
- 70 NGO/CBO who worked with to build Staff Capacities

**II. ASSESSMENT OF PROGRAMME/ PROJECT RESULTS**

**Report on the key outputs achieved and explain any variance in achieved versus planned results.**

**Key Result 1:** Capacity of national staff (210) and key personnel of 70 NGOs/CBOs built.

A total of 270 staff and key personnel from 70 NGOs/CBOs were trained in financial management and proposal and report writing throughout the 10 states of South Sudan. Following the training, NGOs were able to submit timely narrative reports as well as improved financial reports, clearly demonstrating financial management of the small grants, i.e., a percentage improvement in terms of submitting reports on time and increased funding from having proposals approved.

The SSRDF/UNDP conducted monthly monitoring visits and coordination meetings which provided an opportunity to review project progress and identify risks and challenges faced by the Small Grants projects in various locations. The monitoring reports revealed that NGO personnel had improved knowledge, skills and clearer understanding of small grants projects, i.e., able to provide accurate reporting, including financial records. This resulted in the projects meeting their intended objectives as demonstrated through objectively measurement for improved performance in meeting intended objectives based on baselines set in the project Small Grants Project document.

**Key Result2:** Grants disbursed to 70 national NGO/CBOs, including proper management of funds. BRAC disbursed grants to all the selected NGOs/CBOs in instalments using the Financial Authorisation and Certification of Expenditure (FACE) procedures for proper management of grants disbursement, i.e., at least 70% liquidation of previous disbursement before further disbursement of instalments.

The Small Grant Mechanism provided USD 0,000 in support to SSRDF for grants monitoring of Small Grants Mechanism based on grants allocation and Small Grants Project document. With these resources, SSRDF participated both in monitoring of Small Grants projects and Steering Committee meetings at the national and state levels as part of its oversight function.

The Small Grants Mechanism provided support to the priority sectors of agriculture, education, and WATSAN. The following outputs were realised during the reporting period:

#### *1. Agriculture*

According to BRAC South Sudan a total of 1,845 people received agricultural training focusing on field crop production. According to BRAC South Sudan a total of 2.6 metric tonnes of seeds were procured and distributed following consultation with and discussion with CBO to 441 households across the country. A total land area of 2,955 measured in feddans were cultivated by the communities and resulted in the production of 27 metric tonnes of food, representing an increase of 56% feddans over previous years. Agriculture tools that included hoes, axe, machetes were distributed to 145 farmers associated with Small Grants projects were chosen by their respective community based organisation and were organized into groups. The results of the seeds and tools distribution and group formation led to increase productivity measured by BRAC South Sudan. A total of 37 demonstration plots were introduced around the country to provide on-farm training to 830 farmers on vegetable production.

#### *2. Education Sector*

A total of 25 schools were constructed by Small Grants NGOs across South Sudan. The schools had a total enrolment of 12,000 pupils as estimated by SSRDF monitoring reports. In addition to the community schools, three adult learning centres were constructed by the Small Grants Mechanism in Northern Bahr el Ghazal, Warrap, and Unity states. The adult learning centres enabled more than 300 adults to improve their skills in numeracy and basic book-keeping for small business enterprises. The Community-based NGOs were responsible for the constructed of the adult learning centres through support from the Small Grants Mechanism by The results of the numeracy and booking have been an increased ability to maintain accuracy and management of their small businesses and trading.

#### *3. Water and Sanitation Sector*

A total of 26 water points were constructed through the Small Grants Mechanism by community-based NGOs across the States. The water points include 16 drilled boreholes and 10 hand-dug wells, all benefiting approximately 3,686 families (22,116 individuals). According to the South Sudan National Bureau for Statistics, an average South Sudan household comprise six individual members. Water point committees were formed by communities' selections of persons who the communities know to have relevant skills and commitments to assist in the management of the water points. The

community then pass the names of the selected individual to the relevant Small Grants NGOs. Twelve community latrines were constructed to improve hygiene and sanitation services for approximately 1,960 households (11,760 individuals) around the country. The provision of these facilities reduced community and individual vulnerability to water-borne diseases.

#### 4. Fisheries, vocational and small business skills training

A total of 250 people were trained by Small Grants NGOs in fisheries and the individuals were organized into groups for purpose of received fishing tools. A total of 156 fishing tools, net and ropes were distributed to the groups. Five hundred and thirty eight (538) people went through the vocational and small business skills training conducted by Small Grants NGOs across the States. Trainees were selected from various counties on the recommendation of their communities.

- a. **Report on how achieved outputs have contributed to the achievement of the outcomes and explain any variance in actual versus planned contributions to the outcomes. Highlight any institutional and/ or behavioural changes amongst beneficiaries at the outcome level.**

**Outcome:** Post-conflict socio-economic infrastructure restored, economic recovery revived and employment generated, UNDAF Outcomes 2009-2012.

By channelling grants funding through BRAC to NGOs in support of grassroots and local initiatives in the agriculture, education and WATSAN sectors, the Small Grants Mechanism contributed to the restoration of socio-economic infrastructure and the revival of economic recovery in South Sudan. The capacity building of NGO staff had a positive impact on project delivery and resulted in all the supported projects meeting their intended objectives as measured by BRAC and SSRDF regular reporting.

Training of communal farmers and provision of seeds were done by Small Grants NGOs for the 2011 agriculture season resulted in improved food security for the benefiting households as measured by BRAC South Sudan based on SSRDF. Sixty percent beneficiary households retained seed stock for the next planting season, thereby reducing their dependence on external seed assistance. Small Grants NGOs provided seedlings for vegetables and training to Small Grants beneficiary communities through the demonstration plot approach resulted in increased vegetable production, both for household consumption and sale on the local market thereby revitalising the local economies as measured by BRAC South Sudan. Beneficiaries who were interviewed during the monitoring visits indicated that their household incomes had increased as a result of the agriculture related assistance, allowing them to meet household needs. Upon completion of training, vocational and business skills training graduates returned to their communities equipped with new skills and engaged in various forms of vocational work. These ranged from brick making, building, welding, and tailoring.



*Proceeds from selling wares from her sewing business. Aweil West, South Sudan 2012*

The training statistics supplied by Small Grants NGOs engaged in capacity building indicate the best 10 percent of the graduates Vocational Training Centres were retained as teaching assistants, 10 percent were re-trained while 80 percent secured employment with local based NGOs. Grants making and disbursement information gathered through monitoring activities pointed to increased incomes and improved livelihoods for the targeted households as well as their communities.

Fisheries projects fostered community cohesion by facilitating the formation of fisheries groups. After receiving training support and tools from the Small Grants Mechanism NGOs, fisheries



*Fishermen displaying their catch before taking to the market place; Bor, South Sudan 2012*

participants formed fishermen associations in their respective areas. These associations served as a voice for advocating for small community business development. A total of seven associations were formed with market points across three states where they sell their fish. To ensure sustainability, incomes generated from the sale of fish is ploughed back into the business and used to buy new fishing rods and nets. Each of the seven associations has a revolving fund offering short term loans to association members at concessionary rates.

The construction of 25 basic community schools by the Small Grants NGO across the 10 states led to increased school total enrolment of 12,000 pupils having benefited from the provision of schooling facilities measured by BRAC South Sudan. Small Grants NGO sources indicated dropout rates for both boys and girls have decreased due to greater proximity to schools. NGOs, working together with community leaders carried out awareness raising campaigns on child protection and the importance of child education, particularly for the girl child. These campaigns were attributed to the increased school enrolments registered across all Small Grants supported schools in the communities.

Based on monitoring data from SSRDF recorded by BRAC South Sudan, it is believed that the interventions in the WATSAN sector contributed towards improving the welfare of approximately 22,121 individuals mainly in Northern Bahr el Ghazal, Warrap, Unity, Jonglei, Western Bahr el Ghazal and Upper Nile states. The construction of water points by Small Grants NGOs significantly reduced the burden on women and girls who would otherwise have had to travel long distances to collect often dirty and contaminated water. The time saved by being able to access water nearby has improved opportunities for education and learning for girls and participation in small income generation for women as measured by BRAC South Sudan. Feedback from SSRDF monitoring cited that 70% of households in the targeted communities have improved access to potable water and an increased use of conventional sanitation facilities within the targeted communities. This is owing to increased knowledge of sanitation and availability of improved sanitation facilities in the communities. Targeted communities have registered a decline in the incidences of water borne diseases. The Small Grants advocacy strengthened the information systems on hygiene and sanitation systems.

**b. Explain the overall contribution of the programme to the Strategy Planning Framework or other strategic documents as relevant, e.g.: MDGs, National Priorities, UNDAF outcomes, etc.**

The overall contribution of the Small Grant Mechanism to the Strategy Planning Framework has been consistent with the SSRF Planning Framework guiding the operations of the Fund. SSRF was aligned with the 2008 GoSS expenditure priorities on improving rural livelihoods and income as well as increasing access to safe water and sanitation. The contribution was also aligned to the SSRF Strategic Framework document, which identified rural livelihoods and income opportunities as key and urgent priorities for recovery, improving the quality of life of the poor and ensuring direct peace dividends for communities. Overall the programme bolstered productivity at the rural level by providing immediate and direct benefits to the traditionally under-served communities, with complementary activities for gender and youth, as well as other vulnerable groups that were not amongst the uppermost GoSS expenditure priorities or have limited international donor support. The opportunity for rapid implementation through NGOs/CBOs was seen as important and thus, the



two Small Grants interventions, which combined strengthening the capacity of both the South Sudan Reconstruction and Development Fund. The training of NGO/CBOs in disbursement of grants and proper management of funds deepened the contribution and expanded the activities of the Common Humanitarian Fund toward meeting the MDG targets, refer to UNDP South Sudan CPAP 2009-2012.

**c. Explain the contribution of key partnerships and collaborations, and explain how such relationships impact on the achievement of results.**

Overall contributions of key partners have been positive throughout the duration of the Small Grants Mechanism implementation. The SSRF Steering Committee, the policy body, consistently monitored progress on quarterly basis and provided guidance to the Small Grants management in terms of implementation and achievement of development results. Through this platform, national government, represented by the Ministry of Finance and Economic Planning, the United Nations representatives, NGO Forum and Donor (mainly DFID, Netherlands and Norway) jointly contributed to programme design, implementation, monitoring, and realignment.

The participatory approach applied during the inception of the programme was further consolidated during the implementation phase through the Steering Committee, which has consistently monitored progress and provided guidance to the programme team to support achievement of development results. Through this platform there was joint participation and collaboration between the national government, represented by the Ministry of Finance and Economic Planning and the Office of the President, as well as the SSRDF, the main donors (DFID, Netherlands and Norway), UN Resident Coordinator's Office, UNICEF and UNDP. In addition to supporting programme design, the Steering Committee members played a key role in joint decision making; monitoring of progress through site visits; and providing updates on specific issues through regular narrative and financial reporting on the small grants at the quarterly Steering Committee meeting. The overall assessment of the partners, as reflected in the Small Grants has been positive throughout the duration of implementation:

*1. Collaboration with the Government Departments*

Enhanced coordination and collaboration with government at the state level significantly strengthened the programme. The State Ministries of Finance in each of the ten states chaired the State Steering Committees, whose participation in the overall SSRF Committee has also been significant, especially during identification of project activities, implementation, and endorsements of project reports.

*2. Partnership and Performance of BRAC*

BRAC South Sudan is an international NGO responsible for the coordination of Small Grants across the ten states. BRAC has been able to significantly improve the implementation of the Small Grants in terms of overall management, monitoring and grants disbursement from inception in 2009 to final closure in 2012. Collaboration included the selection and approval of implementation plans as well as fundamental understanding of the respective reporting roles and engagement in meetings with UNDP personnel at the state level to realign respective expectations.

**d. Who have been the primary beneficiaries and how they were engaged in the programme/project implementation? Provide percentages/number of beneficiary groups, if relevant.**

The primary beneficiaries from the consultation phase throughout to implementation include:

- 51,231 individual beneficiaries, these were the direct beneficiaries of Small Grants in the fields;
- 25 school associations, engaged through the Parent Teacher Association in the Small Grants;

- 26 WATSAN Committees, selected members by communities to manage water and sanitation to include maintenance and repairs of water points;
- 79 NGO/CBO implementers that helped in training and capacity development of locals;
- SSRDF, a Govt. partners that was engage in Small Grants from design to monitoring of projects;
- BRAC South Sudan, Grant Coordinator that was responsible for management and reporting of Small Grants Mechanism to UNDP;
- NGO forum, a legal body representing NGOs in South Sudan and was engage in selection and review of Small Grants proposals;
- Local Government Boards (LGB) – represents local government in the 10 States and participated in Small Grants as a member of review panel and representative of the 10 states;
- SSRF Steering Committee (policy making body): guided the operations of the programme at key decision points throughout the programme.

**e. Highlight the contribution of the programme on cross-cutting issues pertinent to the results being reported.**

The programme took into account key cross-cutting issues pertinent to the results reported with special emphasis on gender issues and marginalized communities. The programme design ensured the selection of a considerable number of women’s groups and vulnerable households across all small grants initiatives. The water, sanitation, and child protection initiative had a direct impact on the welfare of women and children, reducing the likelihood of (gender-based) violence against children and women travelling long distances to fetch water, and through the promotion of WATSAN services as well as construction of boreholes, hand-pumps, water points and latrines close to homes. Approximately 70%of the total beneficiaries were women and vulnerable households. This was consistent with original Small Grants focused on marginalized groups and communities.

**f. Has the funding provided by the MPTF to the programme been catalytic in attracting funding or other resources from other donors? If so, please elaborate.**

The Small Grants Mechanism was the second round of MPTF support administered by UNDP as the managing agent on behalf of the Government of South Sudan. The funding resource was catalytic to the SSRF Stabilization Programme. The Government of Norway joined the pool and, by 2012, additional resources had been received from other donors in relation to the livelihoods (USD 20.8million) and stabilization programmes (USD102,829,193).

**g. Provide an assessment of the programme/ project based on performance indicators as per approved project document using the template in Section IV, if applicable.**

*1.1Build Capacity of 210 staff and key personnel of 70 NGOs/CBOs through training in project proposal, financial management and monitoring.*

Capacity of 270 staff and key personnel of 70local NGO/CBOs was built in project proposal writing, financial management and monitoring. A number of activities were also carried out by BRAC South Sudan to improve capacity, notably the development of training needs analysis and training courses and modules that resulted in 230 personnel trained in the first year of implementation, exceeding the target set.

*1.2 Disbursement of grants to 70 national organizations (NGO/CBO) and proper management of funds.*

The absence of a Small Grants window for quick impact community projects was identified as a major constraint to communities who are unable to access international funding in South Sudan. BRAC South Sudan administered grants in a timely manner to the all the 70 grantees with 58% grants funds disbursed in the first year based on performance.

### III. EVALUATION & LESSONS LEARNED

- a. Report on any assessments, evaluations or studies undertaken relating to the programme and how they were used during implementation. Has there been a final project evaluation and what are the key findings? Provide reasons if no evaluation of the programme have been done yet?**

#### *1. Assessments*

BRAC South Sudan carried out a baseline assessment study to generate information on planning and grants management amongst the CBOs. The assessment identified the need for training programmes in project proposal writing, financial management and monitoring and evaluation. An internal mid-term evaluation exercise was also conducted by BRAC. Overall, the findings showed that projects had progressed well and with significant improvement, developments confirmed in the SSRF Steering Committee Minutes, 2011. The focus of this assessment was largely on complementarities and coordination of SSRF within the broader aid architecture in South Sudan.

#### *2. Evaluations*

A final evaluation of the Small Grants was planned for April to June 2012. However, the project end date was extended from December 2011 to December 2012. A lesson learned exercise was instead carried out within the same period (April to July 2012) covering all three SSRF Allocations: 1) SSRF Small Grants; 2) SSRF 18 Livelihood projects; and 3) SSRF Stabilization. The SSRF lessons learned exercise was a mandatory review, based on the SSRF 2008 Terms of Reference. The study results revealed that the SSRF Small Grants Projects successfully delivered material goods at the community level, in areas previously under served by Government and international assistance. The review also documented that the Small Grants had low absorption capacity, resulting from the choice of mechanism and poor alignment with recovery dynamics.

- a. Explain, if relevant, challenges such as delays in programme implementation, and the nature of the constraints such as management arrangements, human resources, as well as the actions taken to mitigate, and how such challenges and/or actions impacted on the overall achievement of results.

#### *1. Introduction of a Funding Authorization and Certificate of Expenditures (FACE) form*

FACE forms were introduced in quarter three of 2010 based on 2009 NGO audit recommendations. By this time, project implementation was in progress. The form was generally complicated for BRAC South Sudan resulting in them requiring more learning time. This in turn led to delays in the submission of quarterly reports for some CBOs/NGOs as well as delayed funds disbursements. This resulted in delayed project implementation. In future and where possible, such forms should be introduced before project implementation to allow time for familiarisation and training if required without compromising project implementation.

#### *2. No-Cost Extension*

As a result of the introduction of the FACE form, projects that were expected to close in 2011 were unable to complete activities on time due to implementation delays. These activities were completed in 2012 following a no-cost extension.

### 3. *Insecurity and Logistics*

Most small grants projects were implemented in remote and often insecure locations as is the case with project sites in Jonglei, Upper Nile and Unity states. Poor road infrastructure and security threats resulted in high input costs as suppliers charged high prices to recover costs of bringing the goods to the locations as well as the associated security risks.

#### **b. Report key lessons learned that would facilitate future programme design and implementation, including issues related to management arrangements, human resources, resources, etc.,**

As the pioneer of pooled funds for South Sudan, a number of lessons were drawn from the MPTF related to the various phases: design, inception and implementation, management arrangement, human resources and monitoring & evaluation.

1. *Project design phase:* Several meetings were held by Government partners, United Nations representative, NGO forum, donor representatives and other stakeholders from different institutions, guided by the 2008 Government expenditure priorities. These resulted in the identification of peace dividends as a key concern for livelihoods and small grants amongst communities. Such a participatory exercise would be recommended for future projects or programme design.
2. *Inception Phase:* Once the project was approved there were delays in the recruitment of key personnel, with an international coordinator to draft allocation papers being brought late into the programme after funds were received. In future, deployment of personnel, particularly the project manager and finance specialist, should take place in a timelier manner. Project premises were in an existing UNDP office and Fund Management from UNDP Khartoum, although a liaison section was based in Juba, to be shared between the participating agencies. This approach worked well and represents good practice for future activities.
3. *Implementation Phase:* The key lesson learned during the implementation phase was the need for flexibility in meeting the targeted results, which entailed enhanced coordination and partnership with the state governments in all ten states. The level of participation of SSRDF in the Steering Committee has been significant, especially regarding implementation by partners, and has included the identification of project activities and endorsement and monitoring of projects.
4. *Management Arrangement:* The Steering Committee was the highest organ for oversight and decision-making that guided and approved key decisions of the programme. The Technical Secretariat supported the overall planning of resources, monitored portfolios, supported reviews and processes and initiated transfers to agreed programmes. UNDP exercised programmatic oversight and fiduciary responsibilities, received, administered and transferred donor funds to BRAC. Flexibility in management of complex programme is to be encouraged.
5. *State Steering Committees:* Performance of State Steering Committees varied but improved on the rapid selection and approval of proposals. Future projects/programme should ensure a fundamental understanding of the respective roles of the stakeholders in the states/counties.
6. *Security in project locations:* It is to be noted that some of the projects have witnessed significant delays due to insecurity especially in Jonglei, Upper Nile and Unity states. UNDP initiated alternative strategies to limit the effects of insecurity in many of these project sites.

For instance, BRAC was persuaded to be more pro-active in redeploying resources to counties where implementation could more easily take place.

**Financial Resources:**

Summary Financial Report for the SSRF Small Grants Mechanism project for the period of October 2009 to December 2012:

<b>MPTF Contribution (USD)</b>	<b>Expenditure (USD)</b>	<b>Balance (USD)</b>	<b>% Exp. against allocation</b>
\$3,019,621.00	\$2,871,648.26	\$147,972.74	95%

## IV. INDICATOR BASED PERFORMANCE ASSESSMENT

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
<b>Outcome 1</b>							
Post Conflict socioeconomic Infrastructure restored, Economic Recovery Revived and Employment Generated.							
<b>Output 1.1</b> Build Capacity of 210 staff and 70 key personnel of NGO/CBOs receive training in project proposal writing, financial management and monitoring	Indicator 1.1.1  100 % of training completed.	Weak capacity for planning and grants management amongst CBOs	<b>(Year 1)</b> -Build capacity 210 personnel trained and 70 key personnel.  <b>(Year 2)</b> -Training follow-up	<b>Activity Result:</b> Build Capacity of 270 staff and 70 key personnel trained in planning and management. <b>Activity Action:</b> -Training needs analysis developed. -Training courses and module developed. -Trained in financial management, proposal writing and monitoring. -Impact analysis assessed through the Lessons Learnt Exercise.	Additional staff and key personnel of 10 NGO/CBO trained in financial management, proposal and monitoring	- SSRDF/UNDP Monthly Coordination, Field monitoring Reports  - BRAC Quarterly Progress Reports;  - UNDP Annual Final Reports  - SSRF Steering Committee (Final Lessons Learnt Report)	Impact assessment of training of key personnel in proposal writing, financial management and monitoring showed increased small grants success in priority areas of agriculture, education and WATSAN services.
<b>Output 1.2</b> Disbursement of grants to 70 national organizations (NGO/CBO) and proper management of funds	Indicator 1.2.1  50 % of grants amount disbursed in Year 1	Absence of small grants window for quick impact community projects	<b>(Year 1)</b> -70 national NGO will receive grants but in year 1 all NGOs will receive an instalment of 50% of grant amount.  <b>(Year 2)</b> -grantees will receive the rest of their grants	<b>Activity Result:</b> -Funds disbursed in timely manner.  <b>• Activity Action</b> -Grants administered and properly managed and Monitored.	The Grants disbursement process, from UNDP to BRAC and then on to CBOs experienced delays at the start of implementation. A request for no-cost extensions was approved by UNDP.	- SSRDF/UNDP Monthly Coordination, Field monitoring Reports  - BRAC Quarterly Progress Reports  - UNDP Annual Final Reports  - SSRF Steering Committee minutes	Discussions with local government and local authorities in the 10 states indicated that the grants to CBOs were properly managed and utilised.