South Sudanese local organisation's data analysis report

This report is developed with the objective of siting the realities of local organizations existence and operation in South Sudan as well as giving a basic analysis of the influencing factors in South Sudan that steer local organization's decisions and actions.

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ACCRONYMES

NNGO – National NGO
INGO – International NGO

EXECUTIVE SUMMARY:

South Sudanese local organizations have for the past six years been on an evolution track which has seen their presence shift from trivial to noticeable. The road to improvement for South Sudanese civil society is long however the level of growth in terms of self-awareness, competence, drive and the will to develop as civil society as well as a country is visibly reassuring.

Between 2005 and 2012, civil society involvement in nation building has covered diverse angles from basic service sectors to accountability/justice. Reliable data about local organization's existence and activities in South Sudan has often been a challenge for coordinated efforts among civil society and for partners of civil society therefore the South Sudan NGO forum felt it necessary to lead a data review exercise of local organizations in South Sudan from which this analysis was generated.

The South Sudan NGO forum is an independent coordinating body of National and International NGOs that provides a coordinated approach through which NGOs, the Government of South Sudan (GoSS), the UN, donors, and other external stakeholders can exchange information, share expertise and establish guidelines for a more coordinated, efficient and effective use of aid resources in South Sudan. The Secretariat primarily focuses on information sharing, coordination, representation, NGO capacity building, and security communication.

This analysis report attempts to provide a snapshot of the basic facts about local organization's contact details, legal status, infrastructure, human resources, sector foci/program implementation, demographics, topographic concentration, current resource support, existing relationships and organizational capacity support (assessment/trainings).

This report is developed with the objective of siting the realities of local organizations existence and operation in South Sudan as well as giving a basic analysis of the influencing factors in South Sudan that steer local organization's decisions and actions.

The data collection exercise saw the use of seven data bases from seven organizations (PACT South Sudan, UNDP, SUNDE, SUDEMOP, USAID, UN Habitat 2009 National NGO capacity assessment database and The South Sudan NGO forum.) and the review of 731 organizations from which list 142 agencies responded, 57 agencies did not respond, 345 agencies could not be reached, 187 agencies did not have contact information.

Local Organization classification in South Sudan according to this data analysis places it along broad categories which are;

- i-   National NGOs (NNGOs)
- ii-   Community Based Organizations (CBOs)
- iii-   Civil society organizations (CSOs)
- iv-   Faith Based organizations (FBOs)

The basis for this categorization lies on three key parameters that are;

- i-   Legal registration
- ii-   Programmatic focus
- iii-   Religious affiliation

Local Organizations establishment in South Sudan goes back as far as 1972 and maintained a steady growth rate of 0.7% until 1994. These organizations were mostly formed and run by the church. In the 1990's the local organizations establishment rate shot up to 1.4% and in 2005 it rose to a record high of 12.2% which to date remains the year with the highest local organization establishment, the facilitating factors for this and the later drop in the local organization establishment rate ranges from post and pre CPA developments, INGO influences, donor influences etc.

The Legal frame work that facilitates local organizations operations in South Sudan is as diverse as it is critical. There are/have been fifteen sources of organization registration among local organizations in South Sudan, the key registration bodies however remain the Ministry of Legal affairs and constitutional development (Now Ministry of Justice) which accounts for 23% of the local organizations registration and the South Sudan Relief and Rehabilitation Commission which accounts for 48% of the local organizations registration.

The Human Capital among south Sudanese local organizations mostly have institutional level training with 44.93% of the local organizations staff having received a bachelor's degree level training, 22.47% received a diploma level training, 14.25% received master's level training and 2.19% received PHD level training. This provides a good foundation upon which a vibrant civil society can be built.

Organization sector focus among local organizations is steered by various factors such as donor priorities, community needs, INGO focus which has rendered some sectors such as education (14.0%), peace building (11.2%) and WASH (7.6%) very popular among local organizations. Sectors such as ICT, governance, environment, rule of law have the least number of local organization's focus.

Targeted populations for program implementation for local organizations depend on the community's most pressing needs but also on how well it plays alongside the local organization's international partner's priorities. Women, youth and children are the greatest beneficiaries of local organization's with 22.6% of local organizations targeting women, 18.5% targeting youth and 13.5% targeting children

Funding Sources for local organizations in south Sudan primarily remains internal contributions for day to day operational sustainability, however for program implementation; INGOs are the largest sources of funds for local organization through sub grants and partnerships. Other sources include UN agencies, external donors, government, and communities. 30 local organizations expressed having managed grants from $50,000 – $99,999 as the largest grant size to date. 22 local organizations had their largest grant size ranging between $200,000 - $399,999. Only 3 organizations expressed having managed a grant size of over $1,000,000. The underlying factors influencing this pattern include the fact that most grants to local organizations come as sub grants from INGOs and may or may not include overhead costs which cripple the organizations ability to deliver effectively or even demonstrate better competency no matter how driven the local organization actors may be.

Organizational capacity assessment among local organizations in South Sudan is impressive with 123 out of 142 organizations having undergone organizational capacity assessment and training mostly conducted by the local organization's international partner. The fault with the organization assessments and trainings that local organizations have received since 2005 is that they are tailored to make local organizations compliant to donor/INGO needs and do not focus on equipping the local organizations with the kind of skills that would make them develop themselves and their institutions further. Financial management and project cycle management are the areas with the most focus (21% and 15% respectively) while advocacy, resource mobilization, leadership have the least amount to focus despite the long term difference an investment in these areas could make to local organizations capacity development.

Disclaimer: This report has been prepared based on questionnaires completed by various national NGOs in South Sudan. However, it should not be taken as necessarily representing the official view of a specific NGO Forum member.

Introduction

Credible, updated and reliable information about local organizations has often been cited as key to coordination and liaison with and among local organizations in South Sudan. The vast array of local organizations in South Sudan presents a good environment for developmental interventions, collaborations and support however the effectiveness of a well coordinated approach with and among local organizations is often hampered by, among other factors, "a lack of credible reliable information about currently existing and operational local organizations in South Sudan.

The South Sudan NGO forum is an independent coordinating body of National and International NGOs that provides a coordinated approach through which NGOs, the Government of South Sudan (GoSS), the UN, donors, and other external stakeholders can exchange information, share expertise and establish guidelines for a more coordinated, efficient and effective use of aid resources in South Sudan. The Secretariat primarily focuses on information sharing, coordination, representation, NGO capacity building, and security communication.

Between December 2011 and June 2012, the South Sudan NGO forum commissioned and facilitated an assessment of local organizations with the objective of creating a standard, updated and reliable portal of information of currently existing and operational local organizations in South Sudan. The exercise made use of seven databases of local organizations from PACT South Sudan, UNDP, SUNDE, SUDEMOP, USAID, UN Habitat 2009 National NGO capacity assessment database and The South Sudan NGO forum. The exercise reviewed organizational data from 731 local organizations harvested from the databases through telephone interviews and online questionnaire disbursements to local organization's leaders/directors.

This report provides a snapshot of the basic facts about local organization's contact details, legal status, infrastructure, human resources, sector foci/program implementation, demographics, topographic

concentration, current resource support, existing relationships and organizational capacity support (assessment/trainings).

Out of the 731 organizations contacted, 142 responded through the online disbursed questionnaires and telephone interviews. This 19.4% response rate served as an appropriate sample of organizations that are operational and accessible. This data presents a degree of credibility, transparency and provides a clear picture of local organizations existence as well as a broad representation of their experience and capacity.

Data Count

The seven sources of local organizations data provided an overall organization count of 731
19.4% of the organizations could be reached via telephone or email, that is to say the contacts of the organizations are active and in use and as such their data could be updated adequately.
7.8% of the local organizations contacts (particularly email) were active however the response rate from these organizations was slow; this can be attributed to the infrequent access to internet by local organizations. The data flow from these organizations is expected to be gradual. However the database shall continue to be updated with information as and when they come.
47.2% of the total count could not be reached because their contacts were either inactive or no longer in use (both email and telephone)
25.6% of the total count could not be reached because these organizations had neither email nor telephone contacts which give grounds to the assumption that they are inactive on the ground, changed address, lost leadership/human resources to government, private sector or better paying employers or simply shut down operations.

Color	Status	Count	Percentage
	Updated	142	19.4%
	Contact Reached, Delayed	57	7.8%
	Contact Not Reached	345	47.2%
	No Contact Information	187	25.6%
	TOTAL	**731**	

Local Organization Classification

The local organizations assessment classifies local organizations into the following broad categories;

v-   National NGOs (NNGOs)
vi-   Community Based Organizations (CBOs)
vii-   Civil society organizations (CSOs)
viii-   Faith Based organizations (FBOs)

Classification of local organizations for this assessment was based on three key parameters that are generally used as basis for categorization of organizations within civil society in South Sudan. These parameters are;

    iv-   Legal registration
    v-   Programmatic focus
    vi-   Religious affiliation

- *Legal Registration Status*

The assessment findings show that local organizations were self-categorized at the point of registration and determined by which government institution they were registered with. Local organizations that classified themselves as National NGOs registered with the Ministry of Legal Affairs and Constitutional Development (Now Ministry of Justice) and the South Sudan Relief and Rehabilitation Commission at National Level.

A few organizations also based their classification on the fact that they are multi state operational however this analogy is not consistent across the data scope especially with some organizations operating in one state and still classifying themselves National NGOs.

Local organizations who classified themselves as Community Based Organizations (CBOs) based it on registration with the South Sudan Relief and Rehabilitation Commission at state level and their focus on the counties and payams of that particular state. They are not multi state organizations.

- *Programmatic Focus*

Classification among local organizations was also based on the sectors around which the organizations focus its activities. Local organizations that focused on sectors such as Governance, Human rights, Government Accountability/Transparency, Media, Access to Justice, Rule of Law, civic education classified themselves as Civil Society organizations (CSOs) and local organizations that focused on sectors such as Agriculture, Education, Food security, Health, Income generation, Disability, Child Protection, Capacity Building, Peace Building, Emergency Relief and WASH classified themselves as National NGOs (NNGOs) *Keeping in mind the classification based on legal registration and multi state focus cited above*

- *Religious Affiliation*

5% of local organizations assessed classified themselves as Faith Based Organizations. This is purely based on their affiliation to the nationally recognized religions in South Sudan. They usually exist as the charity arm of the religious groups, created by the religious groups or by individuals and based on the principles of the religious group such as the Church. They also possess legal registration status with the South Sudan Relief and Rehabilitation Commission and the Ministry of Justice as well as defined programmatic focus however the principle classification factor for these organizations is the religious foundation they are built on.

National N-ORGs by Type

CBO 36%

NNGO 53%

CSO 6%

FBO 5%

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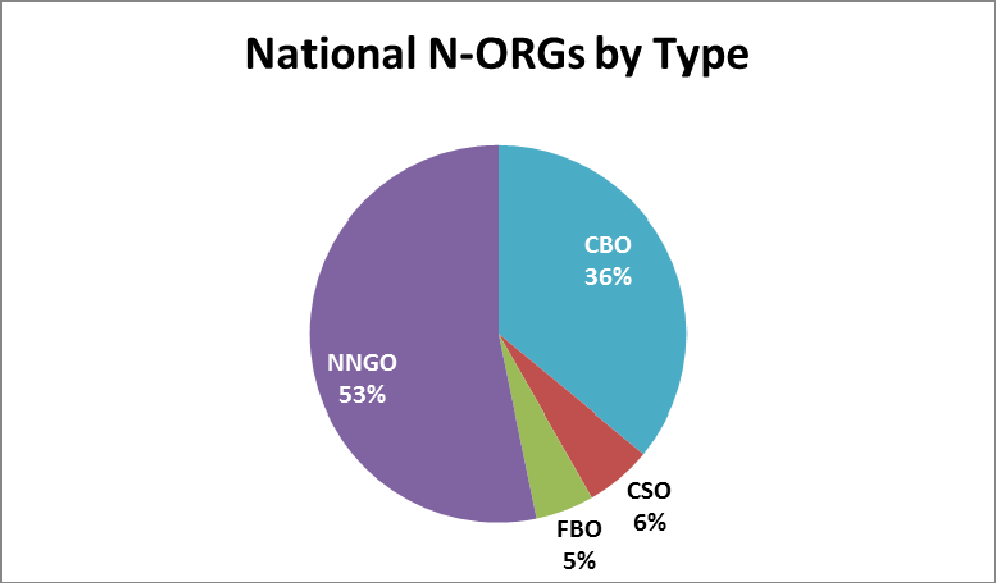
Local Organizations Establishment

Currently active local organizations were established as early as 1970. Between 1972 and 1994 the level of local organizations being created/established maintained a consistent rate of 0.7% and these organizations were predominantly Faith based organizations (particularly founded and or sponsored by the Church) these organizations were created to provide charity and relief to vulnerable communities during the war period in Sudan.

The late 90's saw a 1.4% steady rise in the number of local organizations being created/established mostly by South Sudanese based in the Diaspora as advocacy or campaign focused organizations soliciting support for peace in Sudan and the vulnerable communities affected by the war in Southern Sudan.

The years nearing the year of the signing of the CPA (2005) saw a considerable increase in the rate of local organizations being created. The local organizations established in 2003 accounted for 12.2% with a slight drop to 10.8% in 2004 and the sharp increase to 14.4% in 2005 which to date is the year with the highest number of local organizations being established.

The years nearing the CPA gave rise to an increase of International NGOs operating in South Sudan with bases in Nairobi mostly which presented partnership opportunities for local organizations and as such funding opportunities, this attributed to the increase in the number of local organizations being established around this period, however the CPA signing in 2005 opened doors for local organizations

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[1] It is acknowledged that some currently active local organizations may not be included in this report and may not have been captured during the exercise. Therefore it should be noted that the analysis and data that make up this report are based specifically on the data accessed and updated during the data verification exercise.

through well funded programs around CPA disbursement, awareness, CPA implementation preparation programs such as elections and referendum awareness etc. These activities required a vibrant civil society presence which encouraged South Sudanese mostly in neighboring countries like Kenya and Uganda to form local organizations and tap into the opportunities that CPA signing presented i.e. War free operating environment, Funding access, partnership opportunities.

The years following the signing of the CPA registered a drop in the number of local organizations being formed however the rate still remained relatively high at 8.6% in 2006, 10.1% in 2007 and 8.6% in 2008. These were the years during which many international organizations were increasing their presence in South Sudan and relocating their bases from Kenya and Uganda to Juba and this was the period during which CPA disbursement programs were at its peak therefore much as the number of local organizations being established during this period was not as high as in 2005, it still remained high in comparison to later years.

Between 2009 and 2011, the rate of local organizations being established dropped to 3.6% because the CPA implementation was coming to an end and the frequency of the flow of International agencies in South Sudan reduced (in comparison to previous years) with most funding accessible by INGOs from International donors citing the inadequate capacity among local organizations in aspects of program implementation such as reporting, financial management, project cycle management.

Count of N-ORGs by Date Established
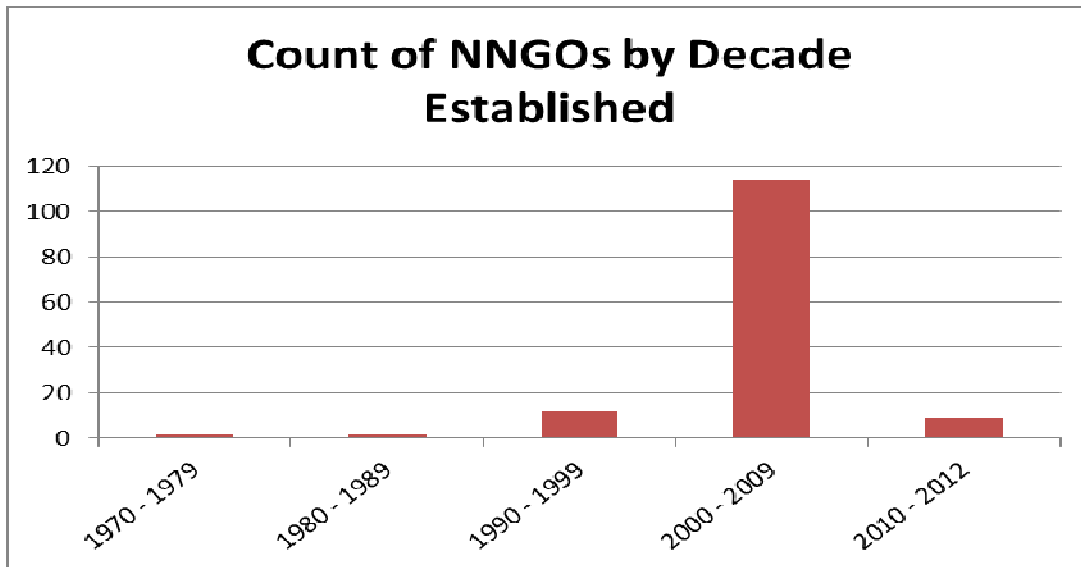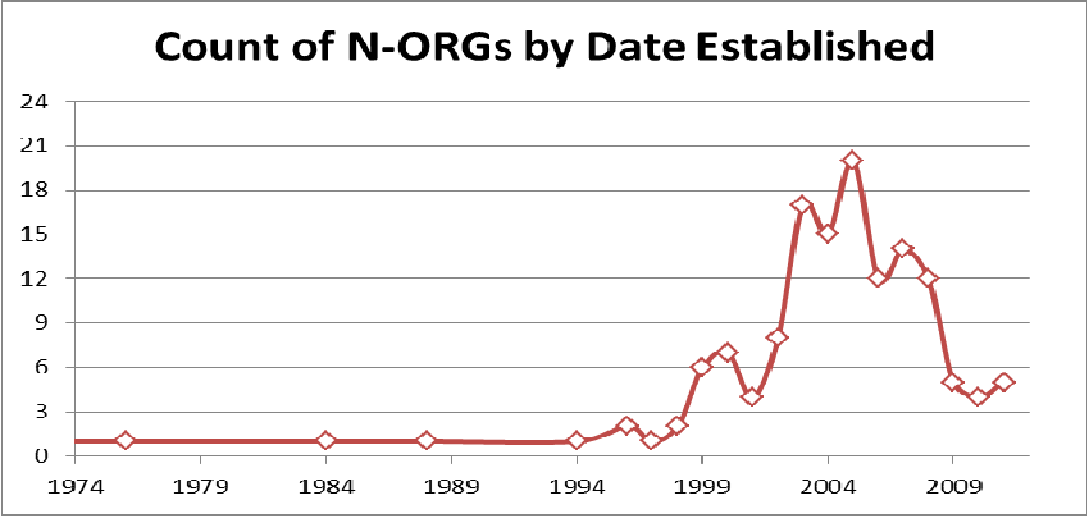
Legal status

Acquiring legally recognized status by local organizations has followed a slightly different pattern and is intrinsic to their organization formation. This exercise revealed a broad range of institutions with which local organizations have acquired operational certification as demonstrated in the graph below;

Count of NNGO by Registering Body

Registering Body	Percentage
MoRDC	1%
MoCYS	0%
MoGSWRA (State)	2%
MoGSWRA	11%
MOIB	1%
MoH	1%
MoEST	2%
Ugandan Gov't	0%
Kenyan Gov't	1%
SSRRC (National)	48%
SSRRC (State)	5%
MoLACD	23%
HAC	2%
County	2%
Church	3%
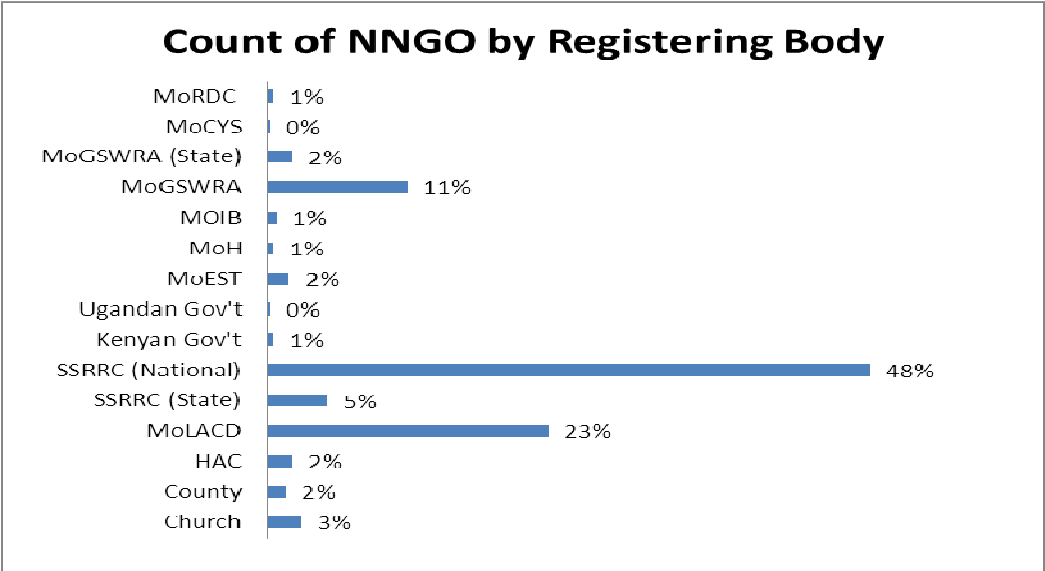
This exercise documents official registration of organizations since 1988. Most local organizations operating between 1970's to late 1990's were predominantly church based organizations, certification was provided by the church bodies/authorities which accounted for a mere 3% of institutional certification acquisition.

The years nearing the CPA signing saw a vacillating growth in local organization registration particularly fueled by the growing Diaspora based local organizations which often registered as charities with the

governments of the countries where they resided e.g. Uganda, Kenya as they carried out activities focused on Southern Sudan. The year 2005 gave rise to a number of new local organizations which meant certification was mostly obtained from the newly formed government of National Unity, particularly from the Southern Sudan Relief and Rehabilitation Commission (SSRRC) and Ministry of Legal Affairs and Constitutional Development (MoLACD). Registration with these two organs kept growing from 2006 (12.9%), 2007 (15.1%), 2008 (15.1%), 2009 (15.8%)because there was a growing presence of organizations in South Sudan, some newly formed and others relocating from neighboring countries to South Sudan. The growing presence of international agencies in South Sudan between these periods also meant growth in partnerships with local organizations which made legal certification by the government of Southern Sudan necessary. Furthermore, the newly formed government of Southern Sudan began to strengthen the functionality of government structures and the MoLACD and SSRRC as the recognized government bodies that are authorized to register NGOs; took a pivotal role in registering organizations both local and international that wished to operate in South Sudan.
From 2010 to 2012 the pace at which local organizations were being formed slowed down which meant the number of organizations being registered with the government institutions also reduced.

Other government bodies also exercised registration authority both at National and state level such as *the Ministry of Gender Social Welfare and Religious Affairs (MoGSWRA) and Ministry of Education, Ministry of Health although registration and having a Memorandum of Understanding with a specific ministry is often used interchangeably by local organizations and government civil servants.*
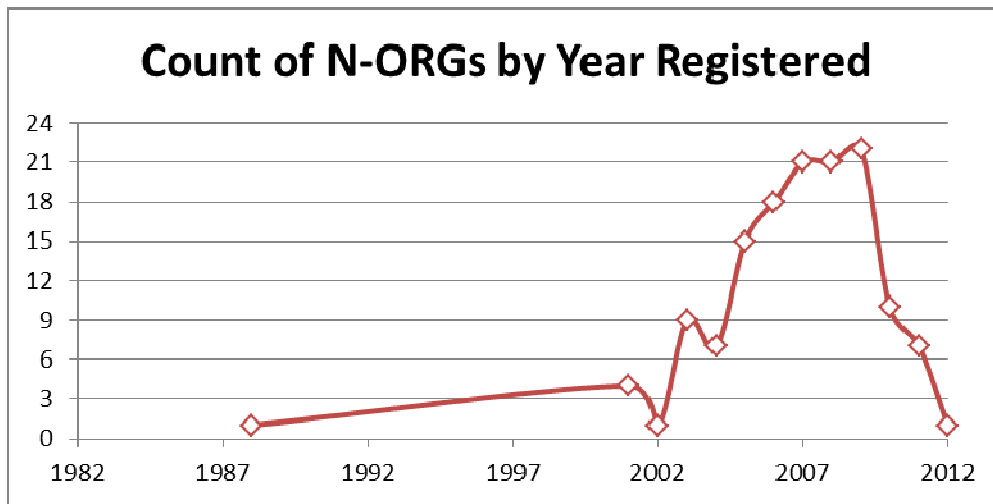
Since initial registration with the officially recognized government bodies of SSRRC and MoLACD (now Ministry of Justice), the level of renewals has depended on how active the local organization is in terms of program implementation and donor requirements. The level of monitoring from the SSRRC and Ministry of Justice is insufficient to compel regular and timely renewals of registration by local organizations. 2.9% of the local organizations last renewal was in 2005 and 4.3% in 2006, 6.5% in 2007, 13.7% in 2008, 12.2% in 2009, 15.1% in 2010 and most local organizations' last registration renewals was in 2011 at 32.4% .Only 6.5% of the local organization's registration have been renewed in 2012.
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2 It should be noted that some of the local organizations 2011 registrations are still valid and have not yet expired therefore do not require renewals

Count of N-ORGs by Year Renewed
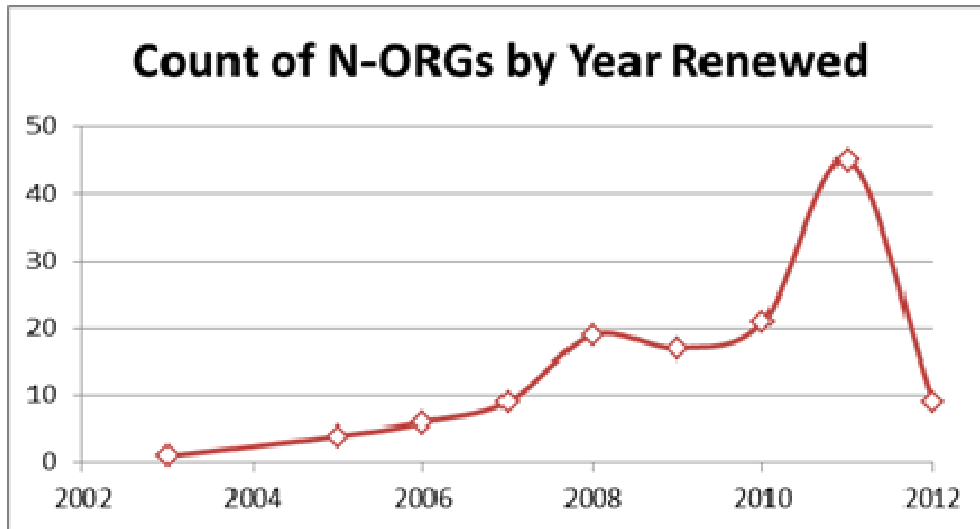
Human Capital

The highest education certification obtained among local organizations is a Bachelors degree, standing at 49.9% of the local organizations. 14.25% of the local organizations hold a masters degree as the highest education certification within their organizational staff structures followed slightly by high school certificate (15.89%) and Diploma level certificate (a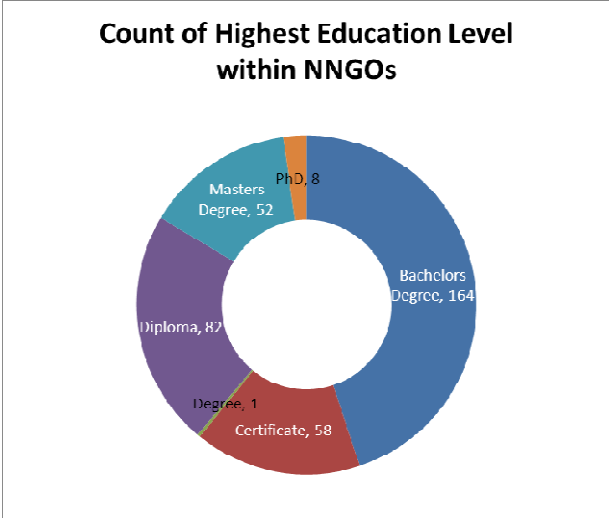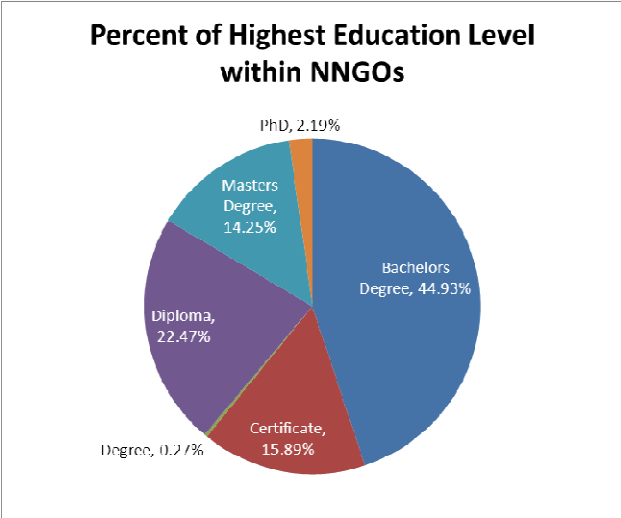t 22.47%). The bachelors' degree and masters degree level is often at management and director level within the organizations staff structures and pursuant to the fact that most local organization founders and managers have received institutional level training out of South Sudan particularly Uganda, Kenya, Ethiopia, Sudan etc.

The availability of Bachelors or Masters degree level trained Managers and directors with local organizations structures provides good grounds for skills enhancement and organizational development however given that the demand for skilled manpower is higher than the supply in South Sudan, local organizations often lose these highly trained staff to better paying institutions which contributes to massive loss of institutional memory which is one of the major reasons to why multiple capacity building initiatives targeting local organizations over the last six years have not been successful. The capacity building programs targeting local organizations are often tailored to address short term needs such as donor standard compliance, report writing, proposal drafting however not much emphasis is dedicated to succession planning, mentorship which means once the trained individuals leave the local organizations, they leave with the acquired knowledge and the organization is left with a gap once again.

On average local organizations have 9 board members, 10 management staff, 9 technical staff, 13 male staff and 11 female staff. [3] The average ratio of Male to female staff is 3: 1.

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[3] The spirit of volunteerism is quite active among local organisations therefore it is worth noting that much as some local organisations may have a staff head count of 170, 150 or 420, it is apparent that most of the staff may be volunteers who are paid a stipend or in some cases not paid at all. Actual employees on payroll are fixed on critical organisational designations such as financial managers, directors, program managers etc. Positions such as community mobilizers are often volunteer held.

Percent of Highest Education Level within NNGOs

- PhD, 2.19%
- Masters Degree, 14.25%
- Bachelors Degree, 44.93%
- Diploma, 22.47%
- Degree, 0.27%
- Certificate, 15.89%

Count of Highest Education Level within NNGOs

- PhD, 8
- Masters Degree, 52
- Bachelors Degree, 164
- Diploma, 87
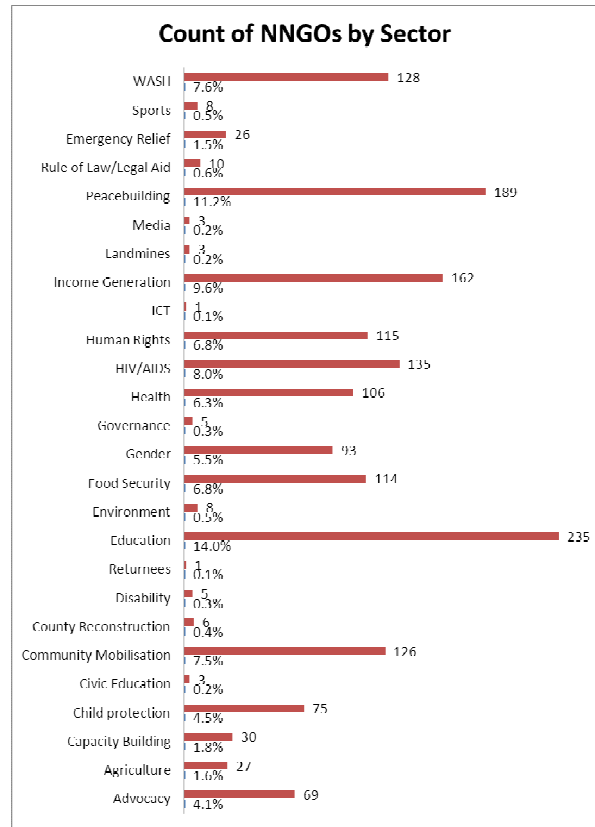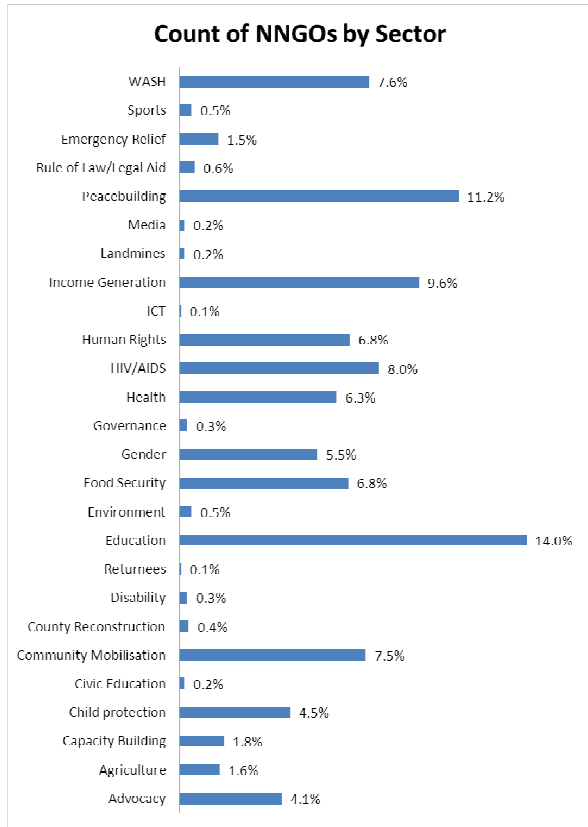- Degree, 1
- Certificate, 58

Organization sector focus

The sector focus for local organizations is often dictated by the availability of funding for that particular sector open to NNGOs and there is an active practice of sector hopping among local organizations driven by the need to sustain their organizations operations and the selective funding practice of specific sectors by international donors. Between 2005 and 2011 the sectors of focus were mostly education, peace building, emergency response, income generation, CPA disbursement/implementation and the least favored sectors were governance, rule of law, access to justice, civic education and media. Local organizations' disinterest in the latter named sectors is because they presented lower chances of accessing donor funds and since most international donors in South Sudan emphasized on service delivery as their priority and primary focus, it influenced many local organizations mandate.

The needs of the local communities drive the sector focus for most local organizations. Among the South Sudanese public, the want for basic service such as clean water, health, food, and education are much higher than the want for governance and policy reform. As a result, advocacy and influencing policy reform at the national or state level by local organizations are not necessarily interpreted as tangible results by the local communities. On the other hand basic service delivery such as school construction, borehole drilling, medical service delivery speaks volumes among the local communities

The political sentiments also influence the sector focus of local organizations. There is a general sense of solidarity among South Sudanese as a nation still in conflict. The opinion that the war with Sudan is not yet over is widely spread and therefore many South Sudanese are supportive of the government and as such governance initiatives that are designed with components of holding the government to account are driven by a very small group of local organizations and is often faced with a lot of objection from the National government. On the other hand basic service delivery, humanitarian support and emergency response are sectors that appeal as much to the government as it does to donors because it attends to the general populations needs and keeps the local organizations' concentration away from critiquing the government therefore it attracts many local organizations as it poses less risk of objection from government.

The table below demonstrates the current sector focus of local organizations. It should be noted that all the local organizations are multi sect oral in nature

Count of NNGOs by Sector		Count of NNGOs by Sector	
WASH	7.6%	WASH	128 — 7.6%
Sports	0.5%	Sports	8 — 0.5%
Emergency Relief	1.5%	Emergency Relief	26 — 1.5%
Rule of Law/Legal Aid	0.6%	Rule of Law/Legal Aid	10 — 0.6%
Peacebuilding	11.2%	Peacebuilding	189 — 11.2%
Media	0.2%	Media	3 — 0.2%
Landmines	0.2%	Landmines	3 — 0.2%
Income Generation	9.6%	Income Generation	162 — 9.6%
ICT	0.1%	ICT	1 — 0.1%
Human Rights	6.8%	Human Rights	115 — 6.8%
HIV/AIDS	8.0%	HIV/AIDS	135 — 8.0%
Health	6.3%	Health	106 — 6.3%
Governance	0.3%	Governance	5 — 0.3%
Gender	5.5%	Gender	93 — 5.5%
Food Security	6.8%	Food Security	114 — 6.8%
Environment	0.5%	Environment	8 — 0.5%
Education	14.0%	Education	235 — 14.0%
Returnees	0.1%	Returnees	1 — 0.1%
Disability	0.3%	Disability	5 — 0.3%
County Reconstruction	0.4%	County Reconstruction	6 — 0.4%
Community Mobilisation	7.5%	Community Mobilisation	126 — 7.5%
Civic Education	0.2%	Civic Education	3 — 0.2%
Child protection	4.5%	Child protection	75 — 4.5%
Capacity Building	1.8%	Capacity Building	30 — 1.8%
Agriculture	1.6%	Agriculture	27 — 1.6%
Advocacy	4.1%	Advocacy	69 — 4.1%

Organization Targeted Population

The largest beneficiaries of local organization programs are women, youth and children who account for 22.6%, 18.5% and 13.5% of the overall demographic focus of local organizations respectively. This compares with the Census 2008 statistics that indicate that 72% of South Sudanese are below the age of 30 and more than half (51%) of the South Sudanese population is below the age of 18. [4]
19.2% of the local organizations do not have a specific demographic focus when implementing programs on the ground and this is mostly driven by the spirit of flexibility in priority changes in the communities, among donors, government and the local organization itself.

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[4] South Sudan population statistics source – South Sudan National Bureau of statistics website: http://ssnbs.org/
It should be noted that all local organisations work with multiple populations are not focused on a single demographic

Count of NNGOs Working with Targeted Populations

Population	Percentage
Traditional leaders	0.1%
Youth	18.5%
Women	22.6%
Widows	1.5%
Orphans	1.1%
Men	10.3%
IDPs & Returnees	2.1%
HIV Victims	0.6%
Girls	0.4%
Government leaders	0.4%
General Population	19.2%
Farmers	0.6%
Elderly	5.3%
Dioceses	0.2%
Disabled	1.9%
Community leaders	1.7%
Children	13.5%
Boys	0.1%
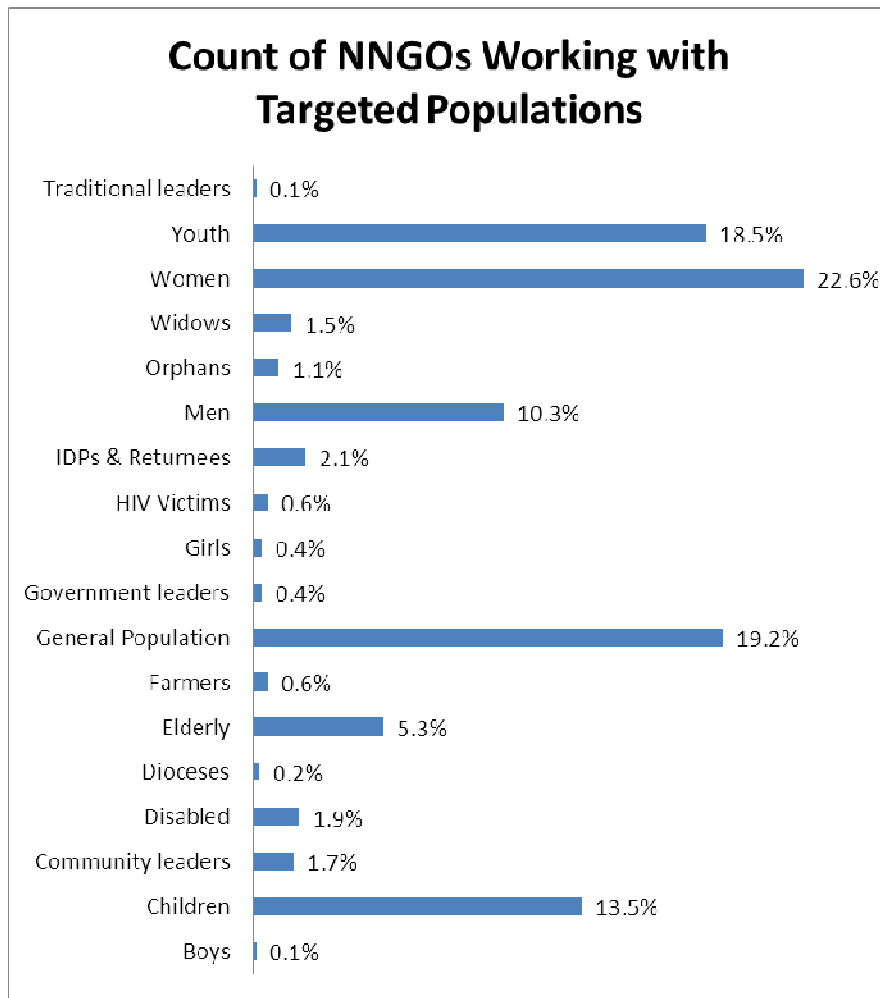
Local Organization Topographical Distribution

The largest concentration of local organizations in South Sudan are headquartered in Central Equatoria state with 22% of the local organizations operating programs or maintain liaison offices/officers in Juba, Central Equatoria. This is attributed to the fact that Central Equatoria being the state hosting the capital city of South Sudan is the hub with better developed facilities in terms of road network, communication, food and basic services and is the location where government offices, donor offices as well as international actors are headquartered thereby making it a harbor of multiple opportunities for local organizations. 85 INGOs are located in Central Equatoria state.

The number of returnees between February 2007 and June 2012 is 215,793 which makes it the fourth state with the highest number of returnees in South Sudan, these are factors that have also influenced the growing number of local organizations in Central equatoria state.

The two other states in the greater equatoria have a lesser concentration of local organizations compared to Central Equatoria state (Eastern Equatoria – 9% and Western Equatoria – 8%) however the number of INGOs in these particular states is high (i.e. Eastern Equatoria – 64 and Western Equatoria – 61) which opens doors for local organizations growth through enhancing partnerships. These states are relatively peaceful compared to the northern states of South Sudan and have had the lowest number of

returnees between February 2007 and June 2012 (Eastern Equatoria – 59,206 and Western Equatoria – 49,049) therefore the local organizations distribution within the two states is not so much influenced by the frequency of returnees as by INGO partnerships opportunities. Most programs implemented by local organizations in the two states are around education, health, income generation and advocacy which are sectors that international actors are interested in forming partnerships in.

The Greater Bahr El Ghazal states (Northern Bahr El Ghazal, Western Bahr El Ghazal, Lakes and Warrap) are the states with the least number of local organization's targeted operational areas (Northern Bahr El Ghazal – 68, Western Bahr El Ghazal – 54, Lakes – 36, Warrap – 35). The states have a good number of international NGOs working in them i.e. (Northern Bahr El Ghazal – 57, Western Bahr El Ghazal – 44, Lakes – 50, Warrap – 52) and the number of returnees to the states between February 2007 and June 2012 is NBG – 453,738, WBG – 116,596, Lakes – 226,913, Warrap – 131,487. These states remain the ones with the least opportunities for local organization growth and development based on factors such as;
- inadequate institutional capacity of the local organizations,
- competition created by INGOs as direct on the ground project implementers
- very few partnerships between INGOs and local organizations,
- poor infrastructure and communication network,
- rampant insecurity

Which all makes it especially challenging for the limited resourced local organizations to maneuver and therefore making operation of local organizations in these areas ever so less appealing.

The greater upper Nile states (Jonglei, Unity and Upper Nile) possess a moderately high number of local organizations compared to greater Bahr El Ghazal. (Jonglei –94, Unity – 69, Upper Nile – 54) as well as a moderately high number of INGOs (Jonglei – 60, Unity – 49 and Upper Nile – 54) The local organizations in greater upper Nile are of a moderately higher capacity compared to local organizations in greater Bahr El Ghazal fueled by the number of educated returnees in the states(Jonglei – 145,148, Unity – 282,699, Upper Nile – 60,612) and the immense need of basic services and emergency relief, the states are also popular with international donors and as such a lot of funding is dedicated to these states thereby making it attractive to local organization growth within the states.

Percent of INNGO by State

Count of NNGO by State
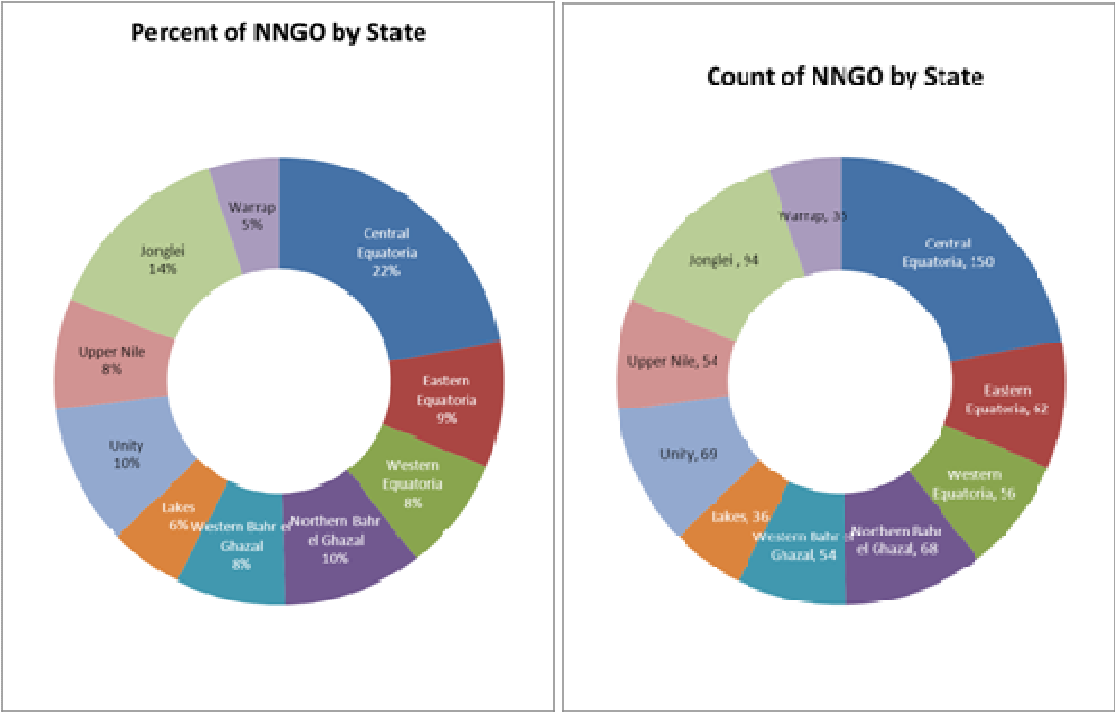
Local Organization funding Sources

Local organizations possess a high sense of volunteerism which helps to keep operational costs low especially for newly forming organizations that do not have consistent sources of operational funding. It is common practice for founding members of the local organizations or well-wishers to make personal internal contributions for the institutional functioning of the organization, these individuals often have full time jobs elsewhere with government, INGOs, private sector etc.

17.4% of the local organizations rely on internal contributions as one of the reliable sources of funding for the organization's day to day running.
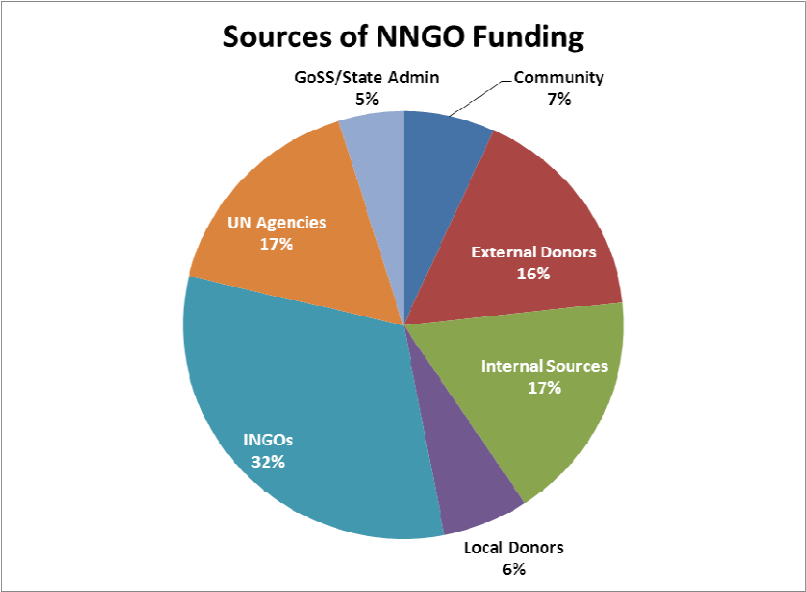
The largest source of funding for local organizations is International NGOs who make up 31.6% of the funding of local organizations; this funding exists mainly in from of sub grants, partnership relationships, direct project funding, capacity development related funding.

UN Agencies and External donors (USAID, DFID, CIDA, JICA, SIDA, and Embassies .) account for 16.6% of local organization funding sources respectively through the practice of working through local organizations as on ground implementers of projects within the donor's sectors and locations of interest.

The communities (Beneficiaries) also make contribution as a resource source for local organizations; their contributions often are in kind and in form of locally available raw materials e.g. gravel sand, labor for construction projects. Their contribution accounts for 6.7% of local organization's funding source. Private donors such as, business owners, public servants, religious institutions etc. in South Sudan make up 6.3% of local organization's funding.

Government institutions provide for 4.7% of local organization funding through donor funded projects that are channeled through government ministries such as ministry of health, ministry of education, ministry of gender and social welfare, funding through this source gets channeled to local organizations as a requirement from the donor funding the government or in form of partnerships with the government project implementing bodies

Sources of NNGO Funding

- GoSS/State Admin 5%
- Community 7%
- External Donors 16%
- Internal Sources 17%
- Local Donors 6%
- INGOs 32%
- UN Agencies 17%

Local Organization Largest Grant size

The record of grant size managed by local organizations in relation to this assessment ranges from as low as less than $10,000 to higher than $1,000,000. As many as 30 local organizations expressed having managed grants from $50,000 – $99,999 as the largest grant size to date. 22 local organizations had their largest grant size ranging between $200,000 - $399,999. Only 3 organizations expressed having managed a grant size of over $1,000,000. The graph below demonstrates that many local organizations are capable of managing small size and medium size grants taking into consideration the fact that these grants are often received indirectly through INGOs as sub grants and may or may not include overhead costs which compromises their efficiency in delivering according to donor requirements because such small/medium, short term funding with little or no overhead costs included cripples their ability to employ the best experts to handle projects which forces them to rely on volunteers or poorly paid staff who may have low motivation or limited capacity. This cycle of events often leads to the unrelenting blanket opinion among donors and international partners those local organizations in South Sudan "Don't Have Capacity"

Number of NNGOs by Largest Grant Received (in USD)

Grant Range	Count
less than $10,000	14
$10,000 – 24,999	19
$25,000 – 49,999	16
$50,000 – 99,999	30
$100,000 – 199,999	19
$200,000 – 399,999	22
$400,000 – 799,999	6
$800,000 – 1,000,000	7
greater than $1,000,000	3
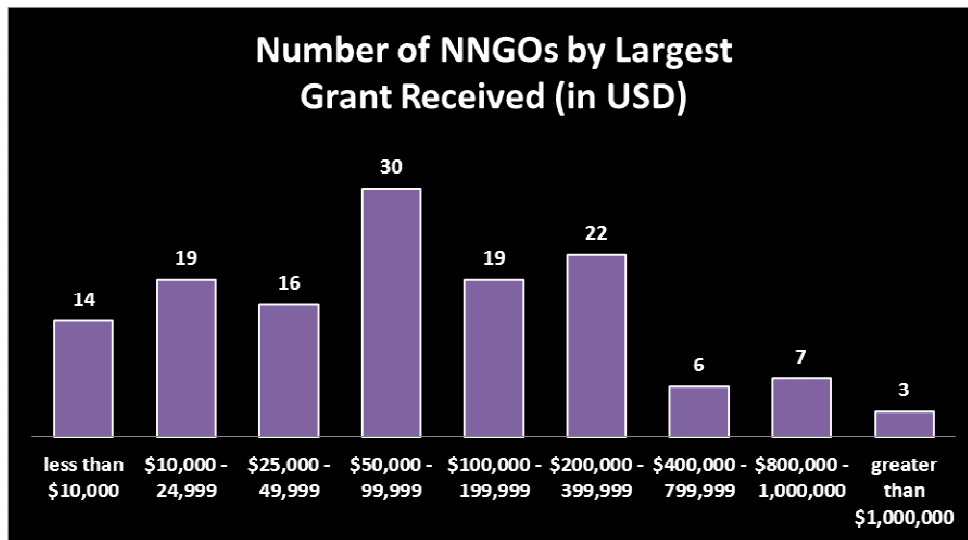
Local Organization capacity assessments/trainings

123 local organizations out of the 142 expressed having undertaken an organizational capacity assessment before and only 19 local organizations had never had any organizational capacity assessment conducted within their organizations.

21% of organizational capacity assessments done with local organizations highly focused on the areas of financial management, 15% on project cycle development/management, 3% on resource mobilization and 4% on advocacy. These capacity assessments were done mostly by INGO partners with the specific objective of assessing the capacity gaps among local organizations as sub grantees and not national level or policy reform drivers, advocators, dialogue experts. These assessments conducted by local organization's INGO partners are usually driven by the need to account for international donor funds through adequate reporting and financial accountability, they are not often conducted with the objective of building the local organization's capacity beyond sub granters.

Count of NNGO Areas of Assessment Undertaken

Area	Count
NIL	21
Resource Mobilisation	15
Reporting	27
Project Cycle Mgt / Devt	74
Planning	28
M&E	34
Logs Mgt / Operations	41
Leadership	25
HR Mgt	29
Governance	35
Financial Mgt	106
Advocacy	21
Administration	46

Percentage of NNGO Areas of Assessment Undertaken

Area	Percentage
NIL	4%
Resource Mobilisation	3%
Reporting	5%
Project Cycle Mgt / Devt	15%
Planning	6%
M&E	7%
Logs Mgt / Operations	8%
Leadership	5%
HR Mgt	6%
Governance	7%
Financial Mgt	21%
Advocacy	4%
Administration	9%

The areas of training focus for local organization follows a similar pattern to the capacity assessment areas of focus sited above with particular emphasis on skills that facilitate project implementation on the ground level i.e. Financial management, project cycle management, report writing. The graph below illustrates that, areas such as advocacy, leadership, mentorship, resource mobilization, disaster/crisis management, logistics/operations management do not receive as much emphasis in training which makes it difficult to effect overall local organization institutional capacity enhancement and sustainability. The pattern of training focus demonstrates that trainings offered to local organizations are often driven by donor needs and not the local organizations needs/ interests pursuant to the fact that most of the trainings for local organizations are international donor funded and as such they have the prerogative to set the training priorities.

An adequate training package for local organization capacity enhancement would be one that equips the local organization with the ability to assess its own gaps and identify their training needs and ways of sustaining those skills within the organization.

Count of NNGO by Training Type

Training Type	Count
NIL	5
Other	29
WATSAN/Bore hole drilling/Mgt	8
Security Mgt	0
Rule of Law	1
Report Writing	37
Resource Mobilisation	3
Relief Mgt	3
Project Cycle Devt/Mgt	58
Mentorship	5
M&E	27
Logistics/Operations	9
Leadership	8
Human Rights/Justice	5
HR Mgt	1
HIV/AIDS Awareness	13
Governance	3
Gender	3
Food Security	0
Finance Mgt	75
Do No Harm	2
Disaster /Crisis Mgt	4
Conflict Mgt/Peace building	15
Computer Skills	3
Child Protection	2
Advocacy	7
Administration/Org Mgt	20

% of NNGO by Training Type

Training Type	%
NIL	1%
Other	8%
WATSAN/Bore hole drilling/Mgt	2%
Security Mgt	0%
Rule of Law	0%
Report Writing	11%
Resource Mobilisation	1%
Relief Mgt	1%
Project Cycle Devt/Mgt	17%
Mentorship	1%
M&E	8%
Logistics/Operations	3%
Leadership	2%
Human Rights/Justice	1%
HR Mgt	0%
HIV/AIDS Awareness	4%
Governance	1%
Gender	1%
Food Security	0%
Finance Mgt	22%
Do No Harm	1%
Disaster /Crisis Mgt	1%
Conflict Mgt/Peace building	4%
Computer Skills	1%
Child Protection	1%
Advocacy	2%
Administration/Org Mgt	6%

CONCLUSION

This report is developed with the objective of siting the realities of local organizations existence and operation in South Sudan as well as giving a basic analysis of the influencing factors in South Sudan that steer local organization's decisions and actions. It is based on the local NGO data processed at the South Sudan NGO forum and considering the ever changing circumstances in South Sudan, the data will keep changing and as such influence future analysis therefore this information is intended to provide information for discussions and recommendation development.

The full local NGO data base and online report is available on http://southsudanngoforum.org/national-ngo-forum/

NB: This report and the data base will be frequently updated and the most recent updated versions will be available on the website link above.

<div align="center">THANK YOU</div>