



Design and Tender Advice for the South Sudan Civil Society Fund

Final Contract Report (JBA 0120254)

Submitted to:
Embassy of the Kingdom of the Netherlands, South
Sudan

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Integrity

Somerset House, West Wing

Strand

London, WC2R 1LA

T +44 (0) 207 759 1119

E info@integrityglobal.com

W www.integrityglobal.com

1 Introduction

In 2012 and 2013, the Joint Donor Team (JDT), on behalf of the Joint Donor Partners (Canada, Denmark, Netherlands, Norway, Sweden and United Kingdom), started the development of a civil society fund (CSF). Three studies were commissioned: (i) a formulation mission (April 2012), (ii) a programme proposal (August 2012) and (iii) a baseline survey (April 2013). Following a significant gap, as the JDT closed its operations and as a result of ongoing conflict in South Sudan, three donors (Denmark, Netherlands and Sweden) have now indicated a willingness to launch the fund, with Netherlands as the lead donor.

In January 2015, a feasibility study, commissioned to establish the viability of the CSF in the current environment, recommended going ahead with the fund but with some revisions to the design. Integrity Research and Consultancy (Integrity) was contracted by the Netherlands Embassy in South Sudan to revisit the existing fund documents and, in discussion with donors, civil society and other actors, to finalise the design and operational arrangements for the CSF. This report provides a summary of the support and deliverables provided under this contract.

2 Overview of Support Provided

Integrity's support was provided primarily through a four person team. This included XXXX (Team Leader and Civil Society Expert), XXXXX (Fund Management Expert), XXXXX (Integrity Country Manager, acting as the National Consultant) and XXXX (Integrity's Head of Programme Management & Implementation, acting as Project Director). Whilst the team was guided by the contracted terms of reference, it also worked flexibly to accommodate emerging client requests through the assignment, including the donor brief, a costing model and a handover workshop with the successful Fund Management Agent (MA) and Third Party Monitoring & Evaluation Agent (TPMEA). These additional requests took advantage of savings made on other budget lines, particularly related to direct expenses.

Below we provide an overview of the key deliverables provided over the past year.

3 Summary of Deliverables

3.1 Executive Summary

This executive summary was designed to capture the main points of the work undertaken to date on the CSF, particularly focusing on the programme proposal (also referred to as the 'Journey Fund') which set out the strategy for the implementation of the CSF, as well as taking note of the other previous studies (including the 2015 feasibility study

recommendations). This summary also identified the key assumptions of the design, gaps that need to be re-examined and next steps to address them. The final version was submitted in June 2015.

3.2 Programme Document

The Programme Document is the key CSF design document, including:

- Background to the process
- Overview of the context of civil society in South Sudan
- Overview of the CSF, including objectives, theory of change, design principles, beneficiaries and intermediaries, and geographic coverage
- Summary of key components of the CSF, including capacity building, funding modalities, funding windows, sequencing, and inception/Phase 1 work plans
- Summary of implementation arrangements, including management, governance, operational structures and M&E
- Summary of financial arrangements, including financing commitments, financial management, cost ratios, due diligence, audit and compliance
- Key assumptions and risks to CSF implementation
- Terms of reference for the MA, TPMEA, Steering Committee, Lead Donor, and Management Board.
- Results framework.

The Programme Document made extensive use of previous preparatory work for the CSF, with updates based on consultations (with donors and CSOs) carried out in June 2015. The final version was submitted in October 2015.

3.3 Donor Brief

The donor brief was an additional output to those captured in the original terms of reference. It is a summarised version of the Programme Document which was used by the Netherlands Embassy in its discussions with other donors. The final version was submitted in October 2015 although previous versions were used in donor discussions.

3.4 Tender Documentation

The team drafted the substantive parts of the documentation for the MA and TPMEA tenders, working in line with the standard templates provided by The Netherlands' Ministry of Foreign Affairs. This included scoring criteria against which bids could be evaluated.

3.5 Briefing Note on MA Cost Analysis Ratios and Cost Data

This additional deliverable was requested by the Client in order to provide the rationale behind the costs allocated for the MA, in advance of receiving commercial proposals for the MA role. It provided a 'flash' analysis of relevant cost elements that the MA might incur (working in and outside of Juba). This note and accompanying spreadsheet provided an overview of the cost estimates under different scenarios. It was neither possible nor preferable to develop a

detailed budget at that stage, given that: (i) the full requirements would be unknown until the inception phase, and (ii) too prescriptive an approach would restrict innovation from bidders.

3.6 Budget Analysis Tool

This additional deliverable was requested by the Client to provide further explanation of how the overall financing commitment might be allocated to different aspects of the CSF's implementation. The tool was designed for the Client (rather than other suppliers) to model different scenarios, namely:

- different total funding envelopes (US\$5m/10m/20m) as requested by the Client.
- different management to implementation cost ratios, as per the previous analysis in the programme document (implementation funds of either 50%/60%/70% of the total budget envelope).

The tool is not intended to prescribe a preferred or suggested method of implementation. It is designed to be as flexible as possible and therefore relevant to other use on other similar funds, providing that the assumptions are tailored to the assignment.

3.7 Results Framework

This additional deliverable built on the results framework that formed part of the previous studies. The team cd the outcomes as to be more "SMART", including developing some improved indicators, and provides a good basis for further refinement by the MA and TPMEA during inception, e.g. developing more detailed indicators for different types of organisations (larger NGOs vs grassroots CBOs). This framework was subsequently incorporated into the Programme Document as an annex.

3.8 Briefing Note on Selected Providers' Bids

Following evaluation and selection of the winning MA and TPMEA bids by the Client, this briefing note presented an assessment of how the proposed approach and methodology of the preferred bidders addressed the key elements of the Programme Document. For each selected proposal, the analysis was structured and grouped according to the tender evaluation criteria. The assessment focused on three areas: i) strengths of the proposal, ii) potential gaps, and iii) proposed actions that should be addressed during the inception phase. The final note, incorporating a few changes after comments from the client, was submitted in April 2016.

3.9 Kick off meeting with Selected Providers

A kick off meeting - including the Client, other donors and representatives from the contracted MA and TPMEA - was held in Juba on 26 April 2016. Integrity's team worked with the Client to develop the agenda, with the Team Leader and Country Manager attending in person and the Fund Management Expert via Skype. The key objective of the workshop

was to ensure that the knowledge on CSF's background and design was transferred, to the extent possible, from Integrity's team to the MA and TPMEA. The MA and TPMEA were able to get clarification on significant issues arising from the design, which would have a bearing on the inception phase, especially in developing the baseline assessment and communication strategy and in managing CSO expectations. Integrity provided the reports and databases from previous surveys to the MA and TPMEA, including CSO contacts.

4 Financial Summary

Total expenditure on the project was 85164.78 Euros, out of a total contract value ceiling of 85,185.98 Euros. In order to meet the Client's revised timelines, two no cost extensions were provided on 30 October 2015 and 29 February 2016. The financial summary is provided below and can be supported by the three invoices and supporting documents previously submitted. The fourth invoice is broken down below and will be submitted shortly with supporting documentation.

Table 1: Financial Summary Table

	Euros	Notes
Total Contract Value	85,185.98	
Total Expenditure		
Invoice 1	46,466.16	
Invoice 2	20341.16	
Internal flights for field trip	2135.592	Paid directly by Netherlands Embassy. Based on USD:EUR exchange rate of 1.12381.
Invoice 3	6525	
Invoice 4	9696.87	To be submitted shortly with supporting documentation. Breakdown below.
Total funds spent under the contract (invoices 1-4)	85,164.78	
Invoice 4 Breakdown		
	3700	
	4000	
	1012.5	
Ruth . per iem	120	
Ruth - hotel	257.38	
Ruth - transfers	54.21	
Ruth - visa	43.19	
Ruth - flights	509.59	
Invoice 4 Total	9696.87	
Remaining funds uncommitted	21.20	

5 Conclusions

The contract ended on 30 April 2016.



**LISTEN
COMPREHEND
RECOMMEND**