

# ORGANIZATIONAL CAPACITY ASSESSMENT (OCA) REPORT

FOR

SSNeP+



## SOUTH SUDAN NETWORK OF PLHIV

**BY:**

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**TO:**

**Program Coordinator**

**SSNeP+, Juba South Sudan**



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## **ABBREVIATIONS AND ACRONYMS**

SSNeP+	South Sudan Network of People Living with HIV
FGD	Focus Group Discussions
CSO	Civil Society Organizations
OCA	Organizational Capacity Assessment
OCAT	Organizational Capacity Assessment Tool
UNFPA	United Nations Family Planning Association
PLHIV	People Living with Human Immune Virus
HIV/AIDS	Human Immune Virus/Acquired Immune Deficiency Syndrome
M&E	Monitoring and Evaluation
BoD	Board of Directors
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNICEF	United Nations International Children's Education Fund
HR	Human Resource
NGO	Non-Governmental Organization
M&E	Monitoring and Evaluation
SSAC	South Sudan AIDS Commission
VCT	Voluntary Counselling and Testing



## 1.0 Introduction

This Organizational Capacity Assessment (OCA) report provides highlights of the entire processes and major deliverable of the assessment. SSNEP+ was assessed in a period of 7 days from October 5<sup>th</sup> to October 13<sup>th</sup>, 2021 at its Head office in Nimara Talata, Juba.

The purpose of the assessment was to improve the organizational capacity, deepen linkages with communities and groups that it represents; increase its capacity to engage constructively with authorities and decision makers as well as decisively engage in policy making processes; and strengthen alliances and networks with other actors to work on issues relevant to the needs and priorities to bring about positive changes in the lives and well-being of communities and groups.

The participation of the SSNEP+ representatives, senior management and staff was the core of the organizational capacity assessment process. So, participatory approach was applied throughout the process of the assessment which focused on organizational operations, processes and internal organizational capacities. In addition to the principle of participation, the consultant also applied other relevant OCA principles such as communication, user-ownership and continuous learning. OCA is an inclusive process and hence, these principles were utilized to enhance participation and ownership of OCA results since participants got involved in analysis and generation of instant results during the assessment.

Six (6) staffs; (1 female & 5 males) from SSNEP+ participated during the organizational capacity assessments with marginal Board Members presence.

## 2.0 Objectives of the OCA

The primary objective of this OCA was to facilitate an objective, data-driven assessment to determine the organizational capacity of SSNEP+ supported by UNFPA.

### 2.1 Specific objectives of the OCA

The following are the specific objectives of the Organizational Capacity Assessment (OCA).

- a) Planning
  - Develop a work plan for the duration of the assessment setting out clear milestones to be met
  - Review the self-assessment undertaken by SSNEP+
  - Familiarization with the independent assessment component of the UNFPA capacity Assessment tool.
- b) Capacity Assessment
  - Visit SSNEP+ to assess their capacity using the CAT and verify the scoring from the self-assessment conducted by the network.
  - Draft a report summarizing the findings (strengths, Weaknesses and gaps) of each organization and recommendations. Develop a costed capacity development plan for each network.



### **3.0 What is Capacity and why is it important?**

The United Nations Development Programme (UNDP) defines capacity development as ‘the process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time.’ Capacity building in the context of South Sudanese Civil Society Organizations (CSOs) helps deliver evidence-based interventions more effectively by improving performance and addressing stakeholder needs and expectations. For UNFPA, capacity development is the process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objective

It is not a one-off intervention, but an interactive process of strategy application, learning and modification and helps promote a common frame of reference for a programmatic response to capacity development. Strengthening the organizational capacities of civil society organizations to deliver services is an important component of the UNFPA agenda for South Sudan. This capacity is needed among individual staff, organizations and communities that take responsibility and ownership of development initiatives and outcomes.

### **4.0 Organizational Capacity Assessment (OCA) methodology**

The Organizational Capacity Assessment (OCA) was designed to provide detailed information and data for two principal objectives: i) conduct a comprehensive and fully participatory OCA using both qualitative and quantitative approaches to determine the level of SSNEP+ capacity across the key domains of organizational capacity and ii). Draft a report summarizing the findings (strengths, Weaknesses and gaps) of SSNEP+ and recommendations; Development of a costed capacity development plan for the network.

Therefore, the assessment was first carried out by means of desk reviews of secondary data and secondly through a range of primary data, collected through Focus Group Discussion (FGDs) and observations.

With full compliance to COVID-19 pandemic protocols, both qualitative and quantitative approaches and techniques were applied in this organizational capacity assessment. It adhered to acceptable data quality practices and ethical considerations for undertaking OCA processes. The methodology was principally organization centered assessment and participatory in nature as per the description in the Terms of Reference (TOR) and it involved the following:

- Desk study or review of existing literature.

This was intended to provide background understanding of historical capacity perspectives of each Civil Society Organization (CSO).

So, an extensive literature review was undertaken to comprehend the degree of organizational capacities.

The documents consulted included previous program reports, policies, recruitment files, strategic plans and results frameworks.

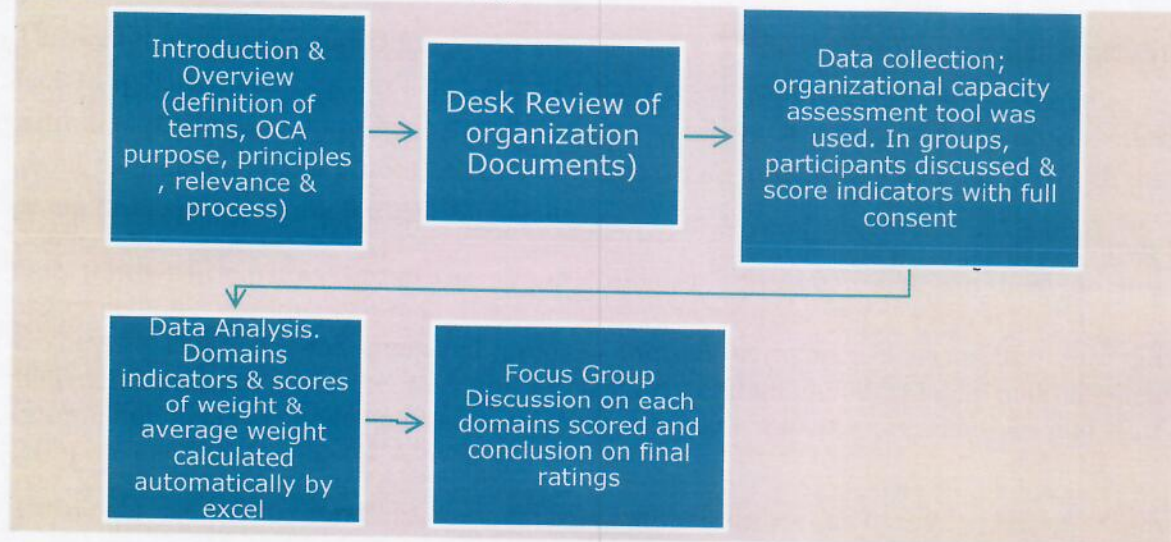


- Participatory approach and organization centered Focus Group Discussions (FGD). This is one of the approaches extensively utilized during this organizational capacity assessment to generate primary data for the OCA. Civil Society Organizations (CSOs) management, board of governors/members, senior, middle and junior or field project staffs were involved in the discussions, scores, etc.

UNFPA Organizational Capacity Assessment Tool (OCAT) was used to guide the participatory discussions. This method produced immediate results out of collective and inclusive process and more so, encouraged ownership of the OCA results by the participants from the organization.

Through the Focus Group Discussions, participants had the opportunity to deliberate on factors (positive and negative) that affected their organizational capacities. This process permitted participants to provide detailed analysis of both OCA results and learned better about their development process. Six participants (6) (3 women & 3 men) took part in the group discussions during the assessment.

- One (one) participatory group discussion (round-table discussions) was held on this assessment using Organizational Capacity Assessment Tool (OCAT) provided by the UNFPA. This method ensured more transparent, open discussion of all statements/indicators on the tool for all respective domains. Valuable and detailed information/data was collected. Hence, CSOs managers, board representatives and staff felt more confident in the OCA results.



#### 4.1 Assessment tools

The exercise adopted a standard OCA assessment tool developed by UNFPA with clearly scaled indicators. Each organization was subjected to the complete sections of the assessment tools-questions that should be rated using the score of 1-4 with the following key decision gates: -

- Overall Weighted Score is between 1.5 and 2.5 (or 1.2 and 2 if Financial and Procurement sections omitted), the organization needs capacity building support urgently



- Score is between 2.5 and 3.5 (or 2.1 and 2.8 if Financial and Procurement sections omitted) , the organization needs capacity building, but not urgently
- Score is above 3.5 (2.8 if Financial and Procurement sections omitted) the organization hardly needs capacity building support.

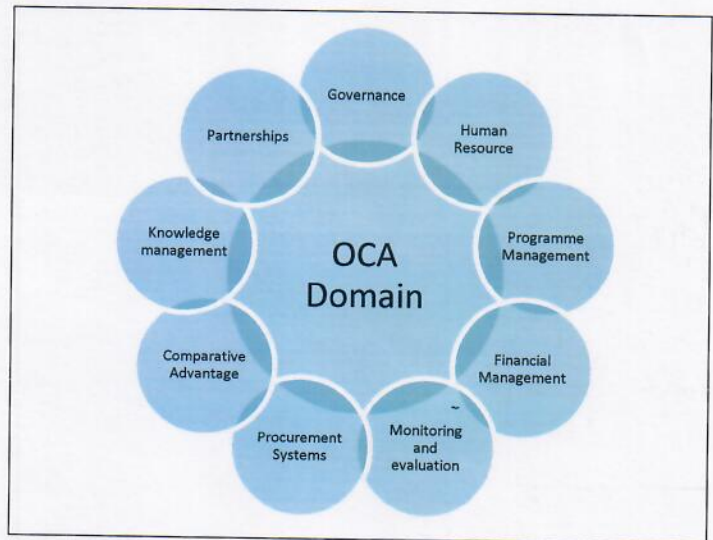
The assessment questions were divided into 9 key sections. For each element, a number of objectives are included, each with a range of capacities to be rated.

The questionnaires were divided in nine main areas/domains:

- Governance:** questions related to the board (executive committee), mission and goals, organization leadership, and legal status of the organization
- Program Management:** questions related to the organizational structure and culture, planning, programme development and reporting, administrative procedures, risk management, and information systems
- Human Resources:** questions related to human resources development and management, and work organization within the NGO
- Financial Management:** questions relate to accounting, budgeting, stock control, financial reporting, and diversification of income base
- Monitoring and Evaluation:** question on project monitoring, reporting, feedback and learning
- Procurement systems**
- Comparative advantages**
- Knowledge management**
- Partnership:** questions related to stakeholder relations, inter-NGO, government and funder collaboration, public relations, and media relations

#### 4.2 CSOs Organizational Capacity Assessment (OCA) Domains

With the approval of SSNeP+ and UNFPA, the consultant duly adopted its Organizational Capacity Assessment Tool (OCAT) on the basis that it has to be relevant to UNFPA core capacities areas. It covered nine (9) key domains, each with specific indicators. The OCA tool has assisted SSNeP+ to measure their organizational capacity in a participatory manner. These domains are organizational development related and assess organizational capacity. The domains are as seen in the radial venn diagram on the right hand side;





## 5.0 Summary of Analysis and Findings

These tables provide a summary of the results generated instantly from the analysis of the OCAT.

#	DOMAIN	AVERAGE WEIGHT
1.	Governance and Leadership	3.5
2.	Human Resource	3.3
3.	Programme	2.8
4.	Monitoring and Evaluation	2.6
5.	Financial Management	3.0
6.	Procurement System	2.0
7.	Comparative Advantage	3.3
8.	Knowledge Management	2.3
9.	Partnership	3.3
	OVERALL WEIGHTED SCORE	3.0

### 5.1.1 Governance and Leadership

SSNeP+ scored an average weight of 3.5 in Governance and Leadership domain which is rated as adequate capacity. The organization is legally registered mandating it to operate in the country evidenced by a valid registration certificate. A clear goal and mission is in place that reflects the aspirations of the organization. The organization also has defined structures of different formal levels but without defined respective roles and responsibilities which potentially can lead into overlap and conflict in lines of responsibilities. The assessment further reveals that Written policies such as constitution, HR, Finance, Procurement is in place however policies such as gender, Child Protection, M&E, Whistle blowing, Fraud and Anti-Corruption critical in ensuring the functional accountability system need to be developed.

An important finding of the assessment is the irregularity in the Board meeting which is not in compliance with the organization constitution. The last board meeting was conducted in the second quarter of 2020. This irregularity can negatively affect the organization strategic direction and leadership.



### 5.1.2 Human Resource Management

The organization scored an average weight of 3.3 in Human Resource Management which suggests an adequate capacity. Human Resource policy exists with clear recruitment guidelines which often guide the recruitment process. All the staff are local with expertise consistent with mission and programs of the organization. However, it was noted that the organization does not conduct performance appraisal of staff and therefore difficult to gauge individual staff competency in meeting the requirements of their position thus limiting tailored staff support to increase their work productivity. The assessment further established that 76% of the staffing on the organogram for Juba office have been filled up however, the organization only managed to achieve 10% of staff recruitment for field based positions due to financial constraints. Annual leave policy exists but staff are not taking annual leave. salaries and benefits policies are not followed due to variation in donor policies. It will be important for donor funding to support implementation of the organization policy inclusive of the harmonized salary structures.

### 5.1.3 Programme Management

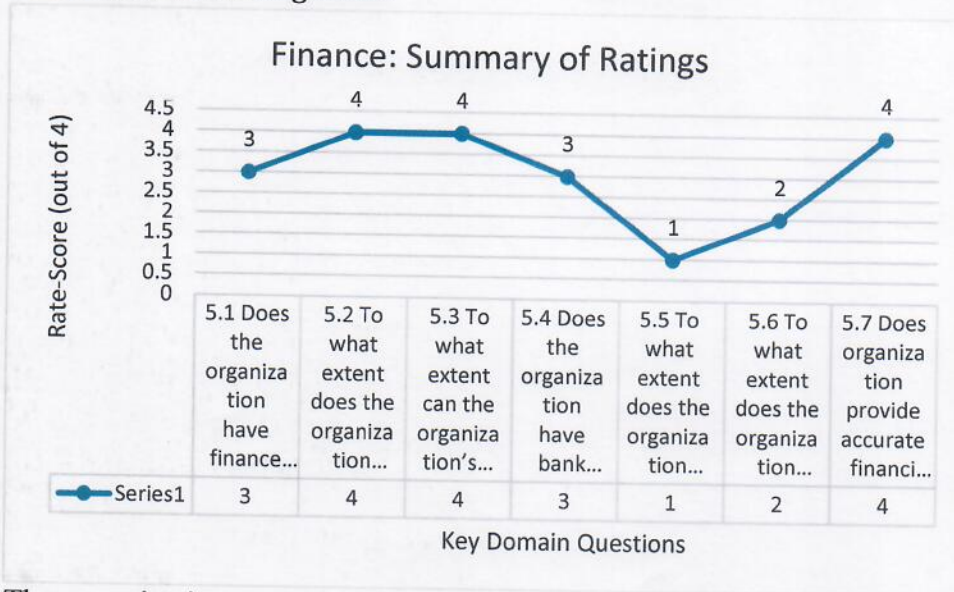
An average weight of 2.8 was scored by the organization, which is rated as weak capacity. The organization's programmes are defined in collaboration with partners and priorities are informed by assessments conducted by the different sectoral clusters such as health, livelihood, among others. Result framework exists and is in conformity with the strategic objectives and goal of the organization with marginal 17.4% of annual budget achieved to run the programme planned targets. Written guidelines and tools exists however an annual work plan to guide activities implementation of the organization was not in place.

### 5.1.4 Monitoring and Evaluation

SSNeP+ attained an average weight score of 2.6 in Monitoring and Evaluation which is rated as weak capacity. The organization regularly adheres to the reporting time schedules and possess M&E strategic framework to track indicators and results. Monitoring & Evaluation plan is in place. The organization has one qualified staff managing M&E business of the organization. No independent programme Evaluation conducted for the past 3 years however the organization has participated in joint stigma index study with other implementing agencies.

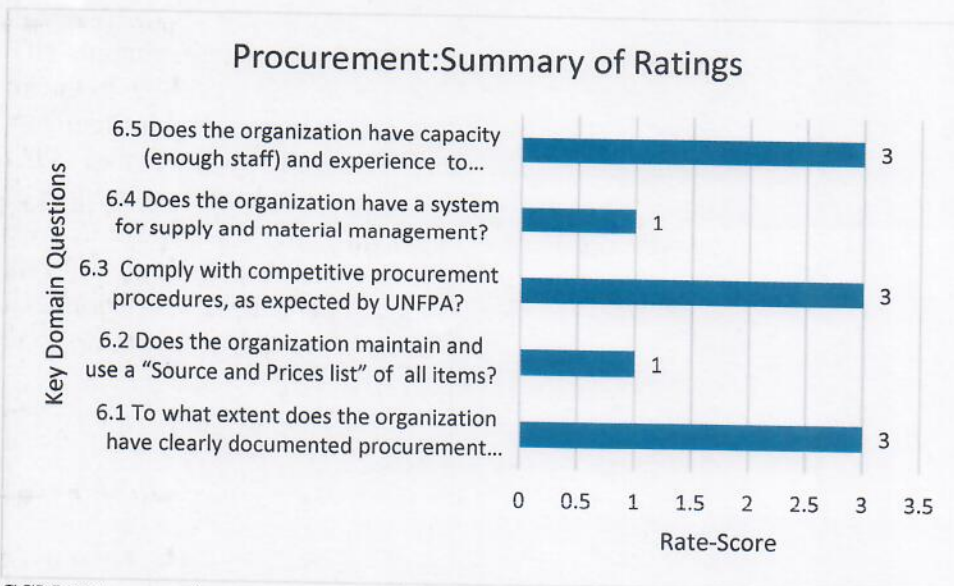


### 5.1.5 Financial Management



The organization scored an average weight of 3.0 in Financial Management which suggests adequate capacity. The Financial records are fairly up to date, shared with respective donors. Accounting system is established, with capacity to manage multiple donors and currency accounts. Clear cash advance system exists and well understood by employees. Financial reports submitted to respective donors are kept in file. Financial policy is in place but needs to be reviewed to meet the current needs of the organization. The organization has been subjected to micro Assessments and spot checks by UNFPA and UNICEF on several occasions with the most recent one conducted in October, 2021. The management team is working to address the issues highlighted in the findings and recommendations.

### 5.1.6 Procurement System

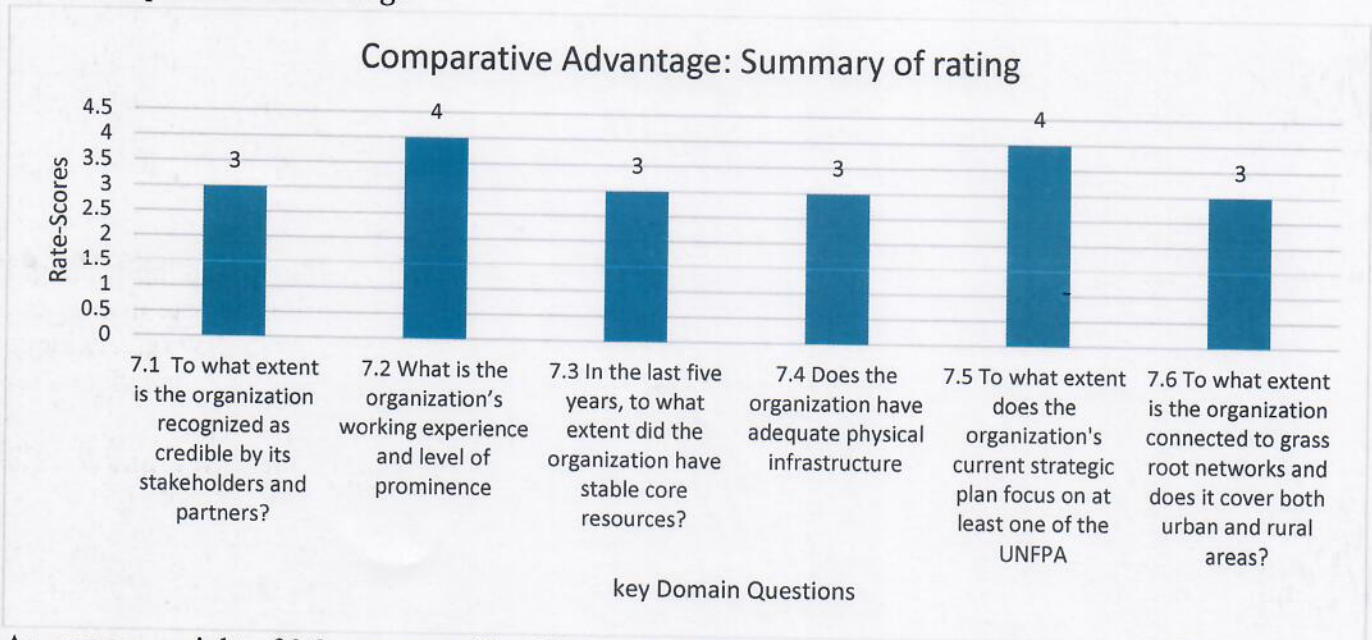


SSNeP+ scored an average weight of 2.0 in procurement systems which attracts a rating of weak capacity. The procurement policy and procedures are in place but needs to be reviewed. The



organization has qualified staff with capacity to handle the procurement transactions. The assessment also established that there is no evident use of source and price list-no pre-qualified suppliers, no vetting which may be related to the fact that the organisation has no existing system for supply and materials management.

### 5.1.7 Comparative Advantage



An average weight of 3.3 was scored by SSNeP+ in Comparative Advantage which is considered as adequate capacity. SSNeP+ is more advantaged in terms of strategic positioning compared with other agencies implementing HIV interventions as the organization was the first network organization of people living with HIV/AIDS in the country. The organization is well known both nationally and Internationally by stakeholders as Umbrella network of people living with HIV/AIDS in South Sudan, possessing more than 10 years of experience. Current strategic plan is in place with core focus on HIV. The organization has been consistently funded for the past five years with a strong presence and connection in all the ten states of South Sudan. The Secretariat is occupying rented office space which is well-furnished and adequate.

### 5.1.8 Knowledge Management

The organization scored an average weight of 2.3 in Knowledge management which is rated as weak capacity. The organization uses M&E excel database with clear guidelines and tools for data collection and analysis. SSNeP+ has 13 technical staff of which 4 are equipped with computers, however nine (9) of the organization staff do not have official computers but use their personal computers to perform official work of the organization. Designated staff to manage the knowledge management of the organization is yet to be recruited. The organization also has 80 community based counsellors spread in the ten states of South Sudan charged with the responsibilities of providing psychosocial support and information management of the beneficiaries. Access to office internet and telephone is prominent with the exception of fax and a website.



### 5.1.9 Partnerships

SSNeP+ scored an average weight of 3.3 in partnerships which is rated as adequate capacity. The organization possess more than 5 years of experience in joint programming with partners such as UNICEF, SSNEP+, SSAC, Global Fund, UNAIDS, Comic Relief, among others. The current donors are UNFPA and INTRA-Health. The organization has a network of 167 volunteers across the ten states of South Sudan donating their time and services to provide psychosocial support to the vulnerable population.

## 6.0 Partnership related Challenges

- NEPWU lamented that the ZERO cash transfer system exercised by the funding partners does not enhance her capacity in terms of financial management
- Limited budget provided by funding partners for human resource acquisition as 24% of the organization's positions are still vacant for Juba Office and state based positions are still 100% unfilled.
- Unnecessary bureaucracy from some of the funding partners like UNFPA frustrates the smooth implementation of project activities especially at state levels.
- Untimely payment of incentives for community based counsellors by some of the funding partners particularly UNFPA.

## 7.0 Key Recommendations

- SSNeP+ should organize for orientation trainings of their Board members to increase their capacities on roles and responsibilities so that they can be in a stronger position to strengthen the governance of the organizations.
- SSNeP+ should negotiate with their respective donors to allocate some budgets that can be used for conducting periodic program evaluations. Whereas program evaluation answers basic questions about a program's effectiveness, and evaluation data can be used to improve program services.
- SSNeP+ should explore the option of conducting online Board meetings using skype in a situation where there is no available budget to conduct the face-to-face meetings
- There is need for SSNeP+ to review their existing financial and Human Resource policies
- SSNeP+ should develop guidelines for supply and material management systems.
- Funding partners such as UNFPA should speed up the process of cash payments to the recipient partners particularly for field based activities as the untimely payment undermines reputation and capacities of SSNeP+ among the stakeholders who are rendering services.
- SSNeP+ should develop organization's website for visibility and publicity of their activities to the wider stakeholders as this will help to establish credibility and build trust.
- UNFPA should review the perceived bureaucracy within its system for the Zero cash transfer system to work better without affecting the capacities of the partners to fulfil their mandates at the state level especially when it comes to payment of vendors'/service providers.



- SSNeP+ should increase on its resource mobilization capacity by recruiting a technical staff who will be charged with the responsibilities of writing winning proposals.
- SSNeP+ should ensure organization's annual work plan is developed on a yearly basis as it provides structure and direction for an organization and its employees.
- Management should ensure staff take their mandatory annual leave as it is vital and it promotes good physical and mental health in the workplace and will improve employees work-life balance.
- SSNeP+ should develop Gender, Whistle blower, M&E and child protection policies to strengthen its governance system.
- There is need to develop the culture of conducting staff Performance appraisal as through evaluating performance of employees, a person's efficiency can be determined if the targets are achieved. This very well motivates a staff for better job and helps him or her to improve his/her performance in the future.
- Establish, maintain and use a "source and price List" of all items. In the event that the organization does not have in house capacity, the donors as part of capacity strengthening initiative could support the organization in this critical process.
- There is need for SSNeP+ to create a structure of different governance levels with delineated respective roles and responsibilities.

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**CAPACITY DEVELOPMENT ACTION PLAN (CDAP) FOR SOUTH SUDAN NETWORK OF PEOPLE LIVING WITH HIV, (SSNeP+)**

<b>Priority #1: Governance and Leadership</b>									
<b>Objectives</b>	<b>Activities</b>	<b>Deliverables</b>	<b>Logistical Requirements</b>	<b>Timeframe</b>	<b>Indicators</b>	<b>Person Responsible</b>			
To orient board members on their roles and responsibility for effective governance system.	<ul style="list-style-type: none"> <li>Hiring of Trainer</li> <li>Conducting governance &amp; leadership training for BOD.</li> </ul>	<ul style="list-style-type: none"> <li>Training, coaching and mentoring</li> <li>Facilitation of Board members training</li> </ul>	<ul style="list-style-type: none"> <li>Facilitation fee</li> <li>Assorted Stationaries</li> <li>Meals for participants</li> <li>Hall Hire</li> <li>Transport Refund</li> </ul>	<ul style="list-style-type: none"> <li>3 days</li> <li>once</li> <li>3 days</li> <li>3 days</li> <li>3 days</li> </ul>	<ul style="list-style-type: none"> <li>Reports, Signed Attendance sheet, photos</li> <li>Receipts, invoice</li> <li>Attendance list</li> <li>Receipts</li> <li>Receipts</li> <li>Attendance list, payment sheet</li> </ul>	<ul style="list-style-type: none"> <li>\$200*3</li> <li>Lumpsum</li> <li>\$27*3*10</li> <li>\$150*3</li> <li>\$12*7*3</li> </ul>			
							<b>Sub-total</b>		
<b>Priority #2: Governance and Leadership</b>									
<b>Objectives</b>	<b>Activities</b>	<b>Approaches</b>	<b>Logistical requirement</b>	<b>Timeframe</b>	<b>Indicators</b>	<b>Unit Price</b>			
To develop Gender policy.	<ul style="list-style-type: none"> <li>Hiring of consultant</li> <li>Gender Policy validation meeting</li> </ul>	<ul style="list-style-type: none"> <li>Development of the Gender Policy.</li> <li>Presentation of Gender policy</li> </ul>	<ul style="list-style-type: none"> <li>Consultancy Fee</li> <li>Meals &amp; Refreshment for 7 staff and 7 Board members</li> <li>T-port Refund for Board M'bers</li> </ul>	<ul style="list-style-type: none"> <li>7 days</li> <li>1 day</li> <li>1 day</li> </ul>	<ul style="list-style-type: none"> <li>Copy of policy doc.</li> <li>No. of copies printed</li> <li>Board's approval</li> <li>Contract/TOR</li> <li>Pay vouchers</li> <li>Meeting attendance list</li> <li>Meals receipt</li> <li>Payment list</li> </ul>	<ul style="list-style-type: none"> <li>\$250</li> <li>\$27*14</li> <li>\$12*7</li> </ul>			

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<b>Sub-total</b>																							
<b>Priority #3: Governance and Leadership</b>																							
<b>Objective</b>	<b>Activities</b>		<b>Deliverables</b>		<b>Logistical Requirements</b>		<b>Timeframe</b>	<b>Indicators</b>		<b>Unit Price</b>	<b>Av</b>												
To develop protection policy.	Child	<ul style="list-style-type: none"> <li>Hiring of consultant</li> </ul>	<ul style="list-style-type: none"> <li>Development of the Child Protection Policy.</li> </ul>	<ul style="list-style-type: none"> <li>Consultancy Fee</li> </ul>	7 days	<ul style="list-style-type: none"> <li>Copy of policy doc.</li> <li>No. of copies printed</li> <li>Board's approval</li> <li>Contract/TOR</li> <li>Pay voucher</li> </ul>	\$250																
		<ul style="list-style-type: none"> <li>Child Protection Policy validation meeting</li> </ul>	<ul style="list-style-type: none"> <li>Presentation of Child protection policy</li> </ul>	<ul style="list-style-type: none"> <li>Meals &amp; Refreshment for 7 staff &amp; 7 Board M'bers</li> <li>T-port Refund for Board members</li> <li>Hall Hire</li> </ul>	1 day	<ul style="list-style-type: none"> <li>Attendance list</li> <li>Meals receipt</li> <li>Payment list</li> </ul>	\$27*14	\$12*7															
<b>Sub-total</b>																							
<b>Priority #4: Governance and Leadership</b>																							
<b>Objective</b>	<b>Activities</b>		<b>Deliverables</b>		<b>Logistical Requirements</b>		<b>Timeframe</b>	<b>Indicators</b>		<b>Unit Price</b>	<b>Av</b>												
To develop Blower policy.	Whistle Blower	<ul style="list-style-type: none"> <li>Hiring consultant</li> </ul>	<ul style="list-style-type: none"> <li>Development of the Whistle Blower Policy.</li> </ul>	<ul style="list-style-type: none"> <li>Consultancy Fee</li> </ul>	7 days	<ul style="list-style-type: none"> <li>Copy of policy doc.</li> <li>No. of copies printed</li> <li>Board's approval</li> <li>Contract/TOR</li> <li>Pay voucher</li> </ul>	\$250																
		<ul style="list-style-type: none"> <li>Whistle Policy meeting</li> </ul>	<ul style="list-style-type: none"> <li>Presentation of the whistle blower policy</li> </ul>	<ul style="list-style-type: none"> <li>Meals &amp; Refreshment for 7 staff &amp; 7 Board M'bers</li> </ul>	1 day	<ul style="list-style-type: none"> <li>Attendance list</li> <li>Meals receipt</li> </ul>	\$27*14	\$3															

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Objective	Activity	Deliverables	Logistical requirements	Timeframe	Indicators	Unit Price	A
<b>Sub-total</b>							
<b>Priority #6: Knowledge Management</b>							
To improve communication, coordination and access to information.	Hiring consultant/Company	Development and hosting of SSNeP+ website. Training one SSNeP+ staff to manage the website	• Consultancy Fee	3 days	• Reports • Functional website • Contract/TOR • Vouchers etc.	Lumpsum	\$
<b>Sub-total</b>							
<b>Priority #7: Financial Management</b>							
To improve SSNeP+ financial management policy.	Hiring Consultant	Conduct a review of the financial management policy document.	• Funds • Consultant • Staff/Bod • Stationery • Venue • Refreshments	4 days	• Copy of policy • No. of copies printed • Attendance sheet • Contract/TOR • Pay voucher	\$150	\$
	Conducting policy validation meeting	Presentation of reviewed financial policy document	• Meals & Refreshment for 7 staff and 7 board members • Bod T-port refund	1 day	• Copies of reviewed finance policy • Validation attendance list • Payment list	\$27*14 \$12*7	\$
<b>Sub-total</b>							
			Hall Hire	1 day	Receipt, invoice	\$150	\$
<b>Sub-total</b>							

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**Priority # 8: Human Resource Management**

Objective	Activities	Deliverables	Logistical Requirements	Timeframe	Indicators	Unit Price
To improve SSNEP+ Human Resource management policy.	<ul style="list-style-type: none"> <li>Hiring of consultant</li> </ul>	<ul style="list-style-type: none"> <li>Conduct a review of the Human Resource management policy document.</li> </ul>	<ul style="list-style-type: none"> <li>Consultancy Fee</li> </ul>	4 days	<ul style="list-style-type: none"> <li>Copy of policy</li> <li>No. of copies printed</li> <li>No. of staff/BOD trained</li> <li>Minutes</li> <li>Attendance sheet</li> <li>Contract/TOR</li> <li>Pay voucher</li> </ul>	\$150
<b>Priority # 9: Governance and Leadership</b>						
Objective	Activities	Deliverables	Logistical Requirements	Timeframe	Indicators	Unit Price
To develop Anti-Corruption and Fraud policy.	<ul style="list-style-type: none"> <li>Hiring consultant</li> </ul>	<ul style="list-style-type: none"> <li>Development of the Whistle Blower Policy.</li> </ul>	<ul style="list-style-type: none"> <li>Consultancy Fee</li> </ul>	7 days	<ul style="list-style-type: none"> <li>Copy of policy doc.</li> <li>No. of copies printed</li> <li>Board's approval Contract/TOR</li> <li>Pay voucher</li> </ul>	\$250

*Abdullah*



			• T-port Refund for Board members	1 day	• Payment list	\$12*7
	•		• Hall Hire	1 day	• Receipt	\$150
<b>Sub-total</b>						
<b>GRANT TOTAL</b>						

*Approved*



South Sudan Network of PLHIV [SSNeP+]:

CONSULTANCY ASSESSMENT QUESTIONNAIRE

Mwaka Richard.

Would you please take a few minutes to complete this format about the consultant identified above. This format of the questionnaire allows you to answer with a check on all but a few questions; however, should you need space for your comments, please use the other side of the page.

This form should be filled in by the person most directly acquainted with the consultant's work, whether hiring staff member, other officer or field coordinator.

Hiring Unit [SSNeP+ ]

Lole Laila Lole Timayo the coordinator of [SSNeP+]:

Remember that in the judgement you make you should only consider the merits of the consultant on that specific assignment only. A Consultancy Assessment Questionnaire - Consultant Form@ has been sent to the consultant. The completed form should be returned by the hiring staff member to UNFPA Personnel Office not later than. (2 weeks after termination of the assignment or on request for payment based on period served)

- 1) Organization capacity assessment the effective date 04/10/2021 :

**STATUS: (National consultant)**

No. of days 14 working days:

In the following questions, please assess the consultant on a continuum ranging from 5 (excellent) to 1 (poor):

- 2) Effectiveness in fulfilling assignment:

✓  5 ----- 4 ----- 3 ----- 2 ----- 1  
Excellent    very good    good    fair    poor    No information

More specifically, please assess the consultants:

- 3) Level of technical competence: (if you think you can judge)

5 -----  4 ----- 3 ----- 2 ----- 1      No information      cannot judge



excellent   very good   good   fair   poor

4) Initiative:

5----------3-----2-----1  
excellent   very good   good   fair   poor

No information

5) Contribution beyond specific mandate:

5----------3-----2-----1  
excellent   very good   good   fair   poor

No information

6) Familiarity with Organization's policies and procedures:

-----4-----3-----2-----1  
excellent   very good   good   fair   poor

No information

7) Relations with:

1) Other mission members:

5----------3-----2-----1  
excellent   very good   good   fair   poor

No information

Not applicable

2) Agencies involved:

5----------3-----2-----1  
excellent   very good   good   fair   poor

No information

Not applicable

3) Country officials:

5----------3-----2-----1  
excellent   very good   good   fair   poor

No information

not applicable




8) What documentation required of consultant:

- a) Was the product submitted on time:  Yes No not applicable
- b) Was it acceptable in form:  Yes No not applicable

9) Comment on the general performance of the consultant:

Consultant is very sober on his approach in consulting the staff of finance, program and Governance, while he collects the information and findings of the required documents so that he can assess the organization capacity and a certain the gaps and deficiencies that need to be addressed.

Form Completed by:

  
Mr. Morris Modi Loro,  
Position Program Officer

Certified by:

  
Mr. LoleLaila Lole,  
Position: Coordinator

