



# Civil Society Assessment FY 2012

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## Executive Summary

As civil society in South Sudan develops, it is poised to serve as the median between community and government, representing the interests of the communities, advocating on their behalf and holding the government accountable for its promises and actions. Coinciding with the Citizens' Perception Survey 2012, BRIDGE gathered baseline data on civil society organizations (CSOs), focusing on their functionality as well as their level of interaction with local government. Following the more explicit BRIDGE focus on civil society in FY 2012, this assessment was carried out in Northern Bahr el Ghazal (NBG), Warrap and Jonglei states and assessed.<sup>1</sup>

Civil society in these states is still developing and building their bases within communities and in the eyes of the government. Currently, CSOs in these BRIDGE supported areas primarily fulfil the role of representing community interests by implementing activities in the areas of water, agriculture, education, peace-building, education and general community development. CSOs consult with both the community and the local government, but this interaction is primarily based around activities, because activities give reason for interaction. As was found in the BRIDGE Citizens' Perception Surveys, 'seeing is believing,' and this is true for both government and communities. Both parties are more willing and interested to engage with CSOs when there are visible and tangible results or benefits from the interaction. As this trust grows and benefits are realized, CSOs will be able to take a stronger role in advocating on behalf of the communities.

Inhibiting progress toward this goal, however is funding. Funding is a key issue for all CSOs, though to a greater extent for some than for others. Some CSOs fund small activities or meetings through member or community contributions, but larger projects are almost always funded by INGOs or other development agencies who funnel their activities through these CSOs. While funding is always critical, it is especially critical for CSOs as they start up and gain traction within the community and with the government. Visible activities are a primary ingredient in establishing a strong base of trust and community support. Once this has been established, CSOs may have a more influential position in the eyes of the government when advocating on behalf of communities. In the specific context of dependency in South Sudan, relief as well as development-oriented activities funnelled through CSOs may seem to support these conclusions, but simply having a connection to services delivered will not create long-lasting trust and confidence that these CSOs need in order to truly take up the mantle of advocates.

In addition to the ability to implement activities, another determining factor in the extent to which CSOs can fulfil their role in society, is the attitude of government toward CSOs. In most areas, particularly in Warrap, the government often utilizes CSOs as a means through which to

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<sup>1</sup> Due to insecurity in Unity beginning in FY 2011, communities outside of the state capital are still largely inaccessible. As a result, Unity was not targeted for BRIDGE support to CSOs and thus not assessed here.

deliver messages or mobilize communities for a government activity. Local government, particularly in NBG, has begun to consult and more actively collaborate with CSOs, while in Jonglei the interaction between CSOs and the government is more strongly based on CSOs letting the local government know about activities and obtaining their approval.

As South Sudan develops, support to these two areas (activities and government recognition of the value of CSOs) needs to happen simultaneously in order to help propel CSOs into their ultimate role as community and sector advocates.

## Introduction

A strong and vibrant civil society is a necessary requisite for healthy democracies and the long-term existence of liberal democracies is predicated on the existence of a vibrant civil society. The reason is this: civil society organizations occupy that space between the state and the individual where people come together for a common purpose. Civil society organizations build the social trust—or social capital—necessary for a functioning democracy, for without a level of social trust, democracies cannot flourish. In addition to generating social trust, civil society organizations also serve as a mitigating force against an autocratic state. It is through organs of civil society that citizens can make their needs and desires known to the government.

As the world's newest country and democracy, the government and citizens of South Sudan have little experience or on-the-ground knowledge of what it means to live in a democracy, including their rights and responsibilities. A major objective of USAID democracy programs is the strengthening of CSOs as advocates for political reform and good governance.<sup>2</sup> With this in mind, and based on guidance from USAID, BRIDGE expanded its community development work to include building and strengthening CSOs.

In the first three years of BRIDGE, Winrock supported community-based organizations such as Water Management Committees, Women's Support Groups, Agricultural Producer Groups, Parent-Teacher Associations, and Community Action Groups. All of these community-based organizations are examples of nascent civil society organizations. That is to say, they are examples of groups formed by people who share a common interest or objective (clean and available water for their communities, well-functioning schools, women's concerns, and so on) and can aggregate and articulate those interests to their government. These groups have built the social trust necessary to collectively engage the government to address shared interests.

Starting in October 2011, in NBG, Warrap and Jonglei, BRIDGE began explicitly working to develop and strengthen those existing civil society groups, while also building their capacity to be actively involved in the annual planning and budgeting process. BRIDGE developed illustrated tools geared toward (i) improving the quality and frequency of local government's interaction

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<sup>2</sup> USAID, "Handbook on Qualitative Indicators," Office of Democracy and Governance, Washington, DC, May, 2006, p. 21.

with their communities, and (ii) building a solid knowledge base among target communities regarding basic citizenship in a democracy, including their role in the annual planning and budgeting process. This basic civic education is essential for the citizens of a democracy, particularly for a new democracy. BRIDGE will also continue to build linkages between civil society groups and local government and provide opportunities for these two crucial components of a functioning democracy to interact with each other.

BRIDGE's civil society building work directly responds to USAID's June, 2011 "South Sudan Transition Strategy," particularly Development Objective 2 (Effective, Inclusive, and Accountable Governance Strengthened). Specifically, BRIDGE will achieve the following results:

*Intermediate Result 2.2: Core RSS<sup>3</sup> Governance Institutions Strengthened*

*IR 2.2.3 Key planning and decision-making processes within and across institutions strengthened*

*IR 2.2.4 Managerial, technical and basic skills of managers and staff in target institutions improved*

*Intermediate Result 2.3: Citizens' Engagement with Government Institutions Increased*

*IR 2.3.1 Citizen access to balanced information and civic education expanded*

*IR 2.3.2 Civic groups' capacity for peaceful engagement with the GOSS strengthened*

## Methodology

Measuring the success of governance programs is challenging and Winrock has developed two custom measurement tools help measure the effectiveness of BRIDGE Democracy & Governance programs. The first is the **Citizens' Perception Survey**, which measures citizens' perceptions of local government in BRIDGE target communities based on a series of structured interviews. The second is the **Governance Effectiveness Survey**, which measures the effectiveness of key government ministries to carry out their mandates, particularly as it relates to service delivery.

BRIDGE's third custom measurement tool, the **Civil Society Assessment Tool (CSAT)**. The CSAT draws from the USAID Office of Democracy and Governance's "Handbook of Qualitative Indicators," and focuses on the following two indicators:

- **Stage of Citizen Participation in Local Government.** This measures how engaged citizens are in the planning and budgeting process (per county)<sup>4</sup>.

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<sup>3</sup> In this context, we take "RSS Governance Institutions" to mean all those government institutions within the Republic of South Sudan at all three levels: central, state and local. Our primary focus is on county (local) government with state government as a secondary focus.

<sup>4</sup> "Handbook of Qualitative Indicators," p. 32.

- Revised CSO Functional Capacity Assessment<sup>5</sup>. This measures CSO capacity in four broad functional areas (advocacy, external relations, management, and activity execution).

### Data Collection

Data on this indicator will be gathered once a year at approximately the same time of year through a combination of structured interview questions directed toward at least 4 civil society organizations (CSOs) in each BRIDGE target county in Northern Bahr el Ghazal, Warrap and Jonglei. Within this target, two community-based CSOs per county who have not previously worked with BRIDGE and are not targeted in the Citizens' Perception Survey will also be included to increase the sample size per county, making the results more representative of the entire CSO population in these states.<sup>6</sup> In total, the number of CSOs assessed in 2012 will be 56. Out of a total CSO population of 190 (130 active CAGs, 59 CSOs not facilitated by BRIDGE that were identified by the BRIDGE Community Development team), will result in a confidence interval of 11 and confidence level of 95%.

The sampling of CSOs in BRIDGE counties will be purposefully selected to mirror those being interviewed for the Citizens' Perception Survey as this survey also seeks a representative opinion of communities in each county and utilizes CSOs (BRIDGE CAGs, WSGs and other grassroots CSOs) as its target group. Overall, BRIDGE will ensure that the range of different types of CSOs assessed in this survey is as representative as possible of those that exist in each county.

In addition to data collected through interviews, analysis will also include knowledge and analysis of BRIDGE community development staff regarding CSOs' capacity in light of their regular interaction with these groups. Specifically, the community development staff analysis will serve as a check on the data gathered by the M&E staff.

BRIDGE M&E staff will interview each CSO separately to ensure neutrality in data collection and scoring. Not all members of the CSO must be present, but BRIDGE will seek to gather at least two members, ideally including someone in a leadership position. A group interview will allow the interviewer to glean richer information from a variety of CSO members, especially since some members may be more (or less) vocal and/or involved than others. Additionally, a group interview is most efficient.

All questions will be translated into Dinka or Nuer when necessary, depending on the predominant language of the area and will be administered by a native speaker.

Each year, the same CSOs will be surveyed using the same questionnaire.

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<sup>5</sup> *Ibid.*, p. 25.

<sup>6</sup> The number of additional CSOs targeted (apart from those targeted for the Citizens' Perception Survey) was determined based on the number of community organizations identified within the counties and by the number of CSOs that are feasible to interview in the assessment period.

## Revised CSO Functional Capacity Assessment

This measurement tool examines whether or not CSOs have developed a specific set of functions that help them to productively engage with local government and serve as an effective intermediary between citizens and the local government. CSOs are assessed on: advocacy, management, and activity execution. One benefit of this indicator is the range of information about all of these functions it provides for program management. The tool provides the basis for an index to enable quantification of qualitative data, which allows BRIDGE to compare results over time.

Annually, BRIDGE M&E staff will conduct semi-structured interviews with target CSOs to determine the level of CSO capacity. The following questions will be scored either 1 “yes with examples” “0” (no) or “0” (yes, without examples):

### **Management**

1. Does the CSO have a formal management structure?
2. If there are officers, are they elected?
3. If there are elections, are they regularly scheduled?
4. Is there some kind of financial management system?

*Illustrative Interview Questions: Does your group have a leadership structure? How is the group organized? Does the group elect the leadership and/or its officers? How does the group choose the leadership? Does the leadership ever change? If so, how does that happen? How does your group fund its activities? Does your group keep a record of any funds collected? How? How are the funds stored?*

### **Advocacy**

1. Is the leadership aware of the group’s main issues?
2. Does the leadership understand how to make those issues known to local government?
3. Does the leadership have a strategy for making the group’s issues known to local government?
4. Does the leadership have a strategy for gathering any necessary data related to the group’s issues?

*Illustrative Interview Questions: Does the group make its concerns known to local government? How? When there is a community issue, does the group consult with the community to better understand the problem and determine the best solution? Does your group ever collect information or facts on a community issue and present it to the government?*

### **Activity Execution**

1. Does the group have a method of sharing their activities with the larger community?
2. Does the group have a method of monitoring the activities of local government, especially those related to their issue area (e.g. water or education)?

*Illustrated Interview Questions: Is your community aware of your group? Does the community know what your group does? Do you have a way to let the community know about the group’s activities? Is your group aware of local government actions and decisions in your area of focus? How does the group hold the government accountable (to uphold its promises)?*

## Data Analysis

### CSO Capacity Assessment

For each area (management, advocacy, and activity execution) BRIDGE M&E staff will calculate an index. The three indices will be averaged to yield a Capacity Assessment score between 0 and 1 (or, between 0% and 100%,) where 1 means the CSO is fully functional, as defined above. CSO Capacity Assessment Indices for the targeted CSOs will be averaged to yield a county-wide CSO Capacity Assessment Score.

In the example, below, the County CSO Capacity Assessment for CSO # 1 is 42% (.416), which is below the neutral point (.5). In coming years, therefore, we would expect the score for CSO #1 to approach 1 (or 100%).

#### CSO CAPACITY ASSESSMENT FOR , CSO # 1, COUNTY X

<b>Management</b>		<b>Index 0.5</b>
1.	Does the CSO have a formal management structure?	1
2.	If there are officers, are they elected?	0
3.	If there are elections, are they regularly scheduled?	0
4.	Is there some kind of financial management system?	1
<b>Advocacy</b>		<b>Index 0.25</b>
1.	Is the leadership aware of the group’s main issues?	1
2.	Does the leadership understand how to make those issues known to local government?	0
3.	Does the leadership have strategy for making the group’s issues known to local government?	0
4.	Does the leadership have a strategy for gathering any necessary data related to the group’s issues?	0
<b>Activity Execution</b>		<b>Index 0.5</b>

1. Does the group have a method of sharing their activities with the larger community?	1
2. Does the group have a method of monitoring the activities of local government, especially those related to their issue area?	0

<b>CSO Functional Capacity Index</b>	<b>0.416667</b>
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### Stage of Citizen Participation in Local Government

This indicator assesses participation in stages. It is designed to provide a better understanding of the degree and character of citizen involvement in local governance and decision-making processes, the relationship between local government officials and civil society, and the varying functions of participatory mechanisms. The four stages included in this qualitative indicator are:

1. Information sharing
2. Consultation
3. Negotiation and collaboration, and
4. Delegation

This indicator assesses the trajectory from one stage to the next, where higher equals better.

#### **Stage One: Information Sharing**

- a. Local government action: provides information (annual plans, budgets, service design/delivery activities, and/or fees) but is not required to do so by law or by procedural arrangements. Information not shared on a regular basis.
- b. Citizen participation: citizens function as recipients or act independently of local government.
- c. Outcome: Local government may provide some feedback, but does not provide it regularly and makes no commitment to do so.
- d. Mechanisms for information sharing: town meeting, public hearings, newsletter, website, and local/municipal information centre.

#### **Stage Two: Consultation Stage**

- a. Local government actions: invites relevant stakeholders, such as local CSOs, citizens groups, and community organization, to exchange information on an occasional basis; requests input on issues or policy.
- b. Citizen participation: citizens function as clients, are expected to express needs and comment on subject under discussion (service implementation, budget, pricing).
- c. Outcomes: Local government begins developing capacity to process input and offer response to citizen commentary. Local governments are not required to address

- concerns. Final decisions rest with local government.
- d. Mechanisms for consultation: consultation meetings, workshops, deliberative councils and local boards.

### **Stage Three: Negotiation/Collaboration**

- a. Local government action: Encourages both mutual evaluation of issues or proposals and joint problem solving and invites citizens to give input on policy and service delivery projects and issues on a regular basis.
- b. Citizen participation: citizens function as partners in processes of negotiation and collaboration.
- c. Outcome: Some citizen influence on decision-making as local governments and citizens attempt to build consensus and reach agreements.
- d. Mechanisms for negotiation: joint working groups and task forces, steering groups or committees, local development trusts, co-management plans.

### **Stage Four: Delegation**

- a. Local government actions: Shares or transfers, partially or in full, decision-making or managerial authority in certain sectors to citizens (community organizations, other CSOs, etc.).
- b. Citizen participation: citizens function as managers and decision makers.
- c. Outcome: new power sharing arrangements (local government may retain power to veto or rescind decisions).
- d. Mechanisms for delegation: municipal development boards, water boards, community councils, cooperatives.

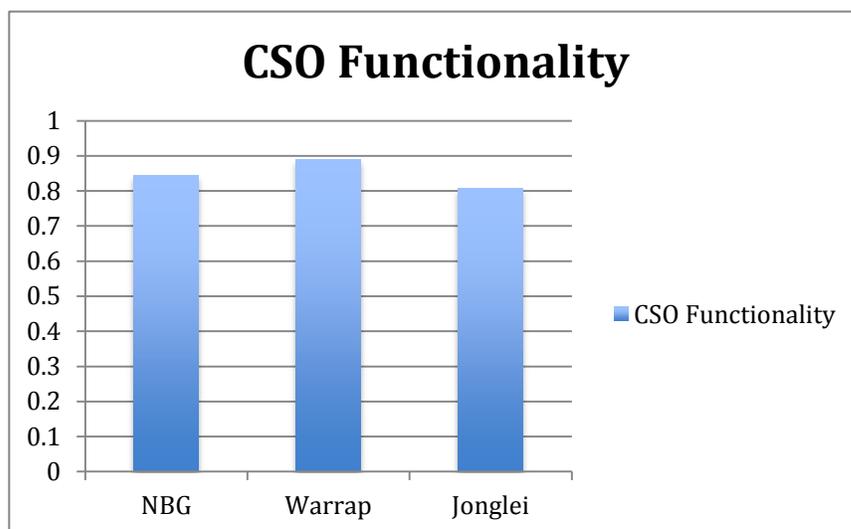
To determine the stage of participation of CSOs with government, the BRIDGE M&E staff will ask each CSO four questions (detailed below). Each question has three possible answers: “yes, regularly;” “yes, occasionally;” and “no, never.” The “yes, regularly” answer is worth 2 points; the “yes, occasionally” answer is worth 1 point, and the “no” answer is worth 0 points. The range of frequency type of response is collected due to the nature of interactions between government and civil society. While the government and civil society may interact, the degree to which they interact (captured by the frequency of interaction responses) and the quality of their interaction (capture by the examples required in each response) will determine which stage the CSO is truly at. The “no examples given” answer is designed as a “neutral” question since some respondents may feel compelled to answer in the affirmative because of the public nature of the survey and the fact that it’s being administered by a foreign NGO. The sum of the scores is divided by the total possible number of points (8). The resulting number corresponds to the level of participation in local government. Zero to 25% suggests CSOs falls within stage 1, 26-50% in stage 2, 51-75% in stage 4 and 76-100% in stage 4. To determine the final stage, the M&E director will not only consider the index scores, but also the quality of interactions with local government expressed by the CSOs .

The example below lays out the process for scoring for County X’s CSO Participation. In the example, CSO # 2 is more advanced than the others, with a capacity index of .75 (75%). The others are not as involved with local government, with the lowest being CSO #4 at .125

(12.5%). The CSO Participation Score for the county is therefore .438 (43.8%), leaving room for improvement.

Question	CSO 1	CSO 2	CSO 3	CSO 4
1. Does Local Government provide information to your community?	2	2	1	0
2. Does Local Government invite community members to share information or concerns with them?	1	2	0	0
3. Does Local Government work with your community to solve problems?	0	0	0	0
4. Does Local Government allow your community to make some decisions about service delivery?	2	2	1	1
Index	0.625	0.75	0.25	0.125
<b>Stage of Citizen Participation in Local Government</b>	<b>0.438</b>			

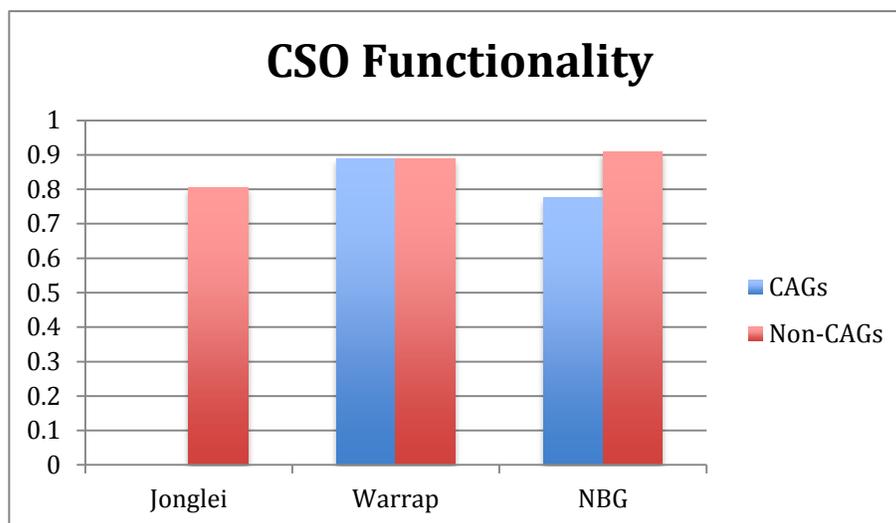
## Analysis



CSOs assessed across the three states of NBG, Warrap and Jonglei covered a wide range of activities, such as relief, peace and conflict resolution, agriculture, water, education, and general

community development, among others. Some CSOs, such as HeRY in Twic County, Warrap have well defined management structures, constitutions, operate in multiple counties and states, and receive funding in their area of focus from organizations and agencies such as FAO, Mercy Corps and others. Other CSOs, such as BRIDGE supported CAGs are still relatively new organizations who also have well defined management structures, but operate on a smaller scale within a single boma or village, are composed of elected community members and focus on general community development concerns in their area. Additionally, to give an idea of the variety of CSOs, some CSOs are unique like Women’s Federation Association of Tonj South County, Warrap who are inclusive/large organizations seeking to improve the lives of their members, and another CSO, Jonglei Community Organization Program Consortium, is an umbrella organization representing other CSOs in the state.

Through an analysis of the functionality (management, advocacy, and activity execution) of each CSO assessed, most CSOs were functional. All CSOs had a clear management structure and interacted with the local government to varying degrees to carry out their activities. The leadership of each group was often the founder of the group, some more established CSOs, like Abiem Community Development Foundation of Aweil East County, NBG had a board of directors who selected the head of the organization, hiring other CSOs staff through interview, and grassroots organizations, such as CAGs were elected by the community. Most CSO leaders were active in the area of operation, but for many CSOs in Jonglei in particular, leadership was often residing outside the state or even the country.

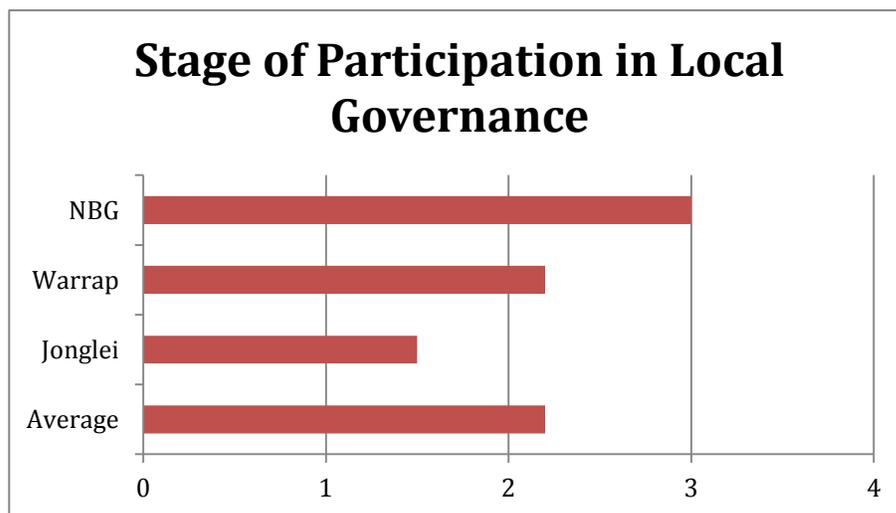


When comparing the functionality of CAGs and other CSOs, the largest difference was observed in NBG. In general, non-CAG CSOs in NBG have been established for a longer period of time (several were formed by members dating back as far as 2004) than CAGs, but even when they were relatively new, these CSOs have a greater tendency to have established mechanisms to change their leadership and also collect data and report it to government.

One major factor limiting the influence of all CSOs is funding; without funding CSOs most often do not conduct any activity. CSOs who are more community based, such as CAGs often rely

upon members to donate small sums of money to facilitate group work on, for example, group vegetable gardens, and for meetings or other events. Other CSOs, like Abiem Community Development Foundation in Aweil East County, NBG and HeRY of Twic County, Warrap actively seek out and at times have more regular streams of funding from donors and implement activities in one or more focal sectors.

Activities form the basis around which to interact with communities and local government. As demonstrated by BRIDGE Citizens’ Perception Surveys, ‘seeing is believing’ for communities, and also, this tends to be true for local government as well. CSOs tend to gain more legitimacy in the eyes of the community and become a group worth interacting with for local government. Thus, without funding or activity filtered through the CSO by another NGO, most CSOs do not conduct any activity. Many CSOs mentioned funding as an issue and also mentioned they only meet with the government and/or the community when they have an activity. Some CSOs have tried to resolve their funding issues by working through their leaders, such as with Duccum in Jonglei, whose leader is a member of the state parliament, while others seek out INGO or other donor funding. Also, as highlighted in the draft Citizens’ Perception Survey 2012, is the reality that while dialogue is still positive, ultimately it is visible services that most strongly influence community perceptions of local government, and in this case, CSOs. CSOs need this element to gain the kind of legitimacy needed to be effective in their role as community advocates and policy (local and at the larger national level) influencers.

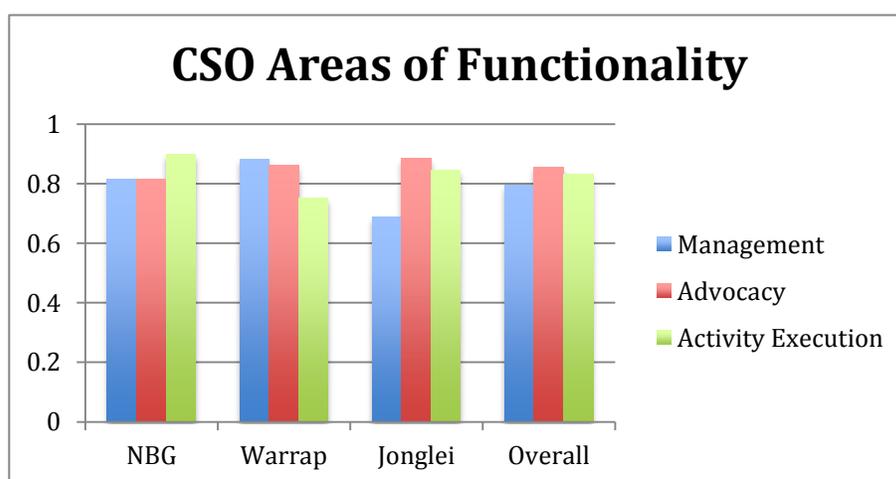


The ultimate goal for any CSO is to be in stage four in participation in governance, in which CSOs would be actively collaborating with local government and be seen as legitimate partners in development and governance. Government would also delegate some authority over certain service delivery areas to the CSOs. To reach stage four, CSOs not only have to be functional themselves to be able to take on such responsibility, but government entities need to see them as legitimate actors within their sector and see value in their contributions beyond simply a method for communicated with the wider community. Through the survey, while each stage has its distinct characteristics, elements of each stage were often present in a single stage. The final

placement of each state stage was determined in combination with index scores, as well as an assessment of other factors, such as the strength of the elements found in each stage.

All CSOs reported interacting with the government at some level, though with varying degrees of frequency and substance. Primarily, interactions between the two centered on on-going or future activities when they occurred, though some CSOs, such as the Women’s Federation Association of Tonj South County, Warrap met with the local government on a weekly basis. Others, such as Change Makers, also from Tonj South County, Warrap include government officials on their board of directors or as members of their organization as a way of bolstering interaction with the government. Generally, however, these examples are not the norm. Interactions between government and CSOs in many cases remained that of information sharing and utilizing CSOs to reach out to the wider community. For example, in Twic County, the local government utilized the Wunrok Lol River Development Organization, who primarily operates in the area of water, hygiene and sanitation (WASH) sector, to sensitize communities on the importance of the government’s upcoming land survey. In other instances, CSOs inform local government of any upcoming activity because it is widely accepted and understood that no organization or group can or should work without the knowledge of the local government. There are also elements of government delegation of service delivery to CSOs in each state, which has pulled index scores upward. These delegations of authority, however, seem to centre mainly on who has the funding. In most cases it seems, if the CSO represents the focal community, has found the resources to implement its activity, and the government supports the activity in general terms, the government will allow to CSO to implement.

Overall, CSOs in NBG demonstrated the greatest and strongest quality of interactions with government. Primarily, this is a result of the particularly active nature of CSOs across NBG. Specifically, as seen in the chart below, compared to other states, NBG CSOs showed greatest strength in the area of activity execution, further giving credence to the observation that activities are the strongest influencing factor in relations with government.



Additionally, while CSOs can become more functional in all areas and push to improve the quality of their interaction with government, placement of CSOs in each stage is also a factor of the local government itself and how actively it engages communities and CSOs. To a greater

extent than in other states, local government in NBG more often invited CSOs to meetings to share information or concerns. The index for this particular question in NBG was .79, whereas it was .46 in Warrap and .56 in Jonglei. In the other states, most CSOs reported their relationship with government was more one-way; CSOs were the ones to approach government to inform them of their activities or share concerns and government did not often or ever initiate meetings. These differences are likely due to the value government officials place upon local CSOs.

Jonglei was in the lowest stage of participation in local governance. CSOs in this state were primarily relief-oriented or focus on peace dialogue. Given the nature of Jonglei and the unique circumstances, including frequent insecurity stemming from inter-tribal conflict and cattle raiding, these areas of focus are expected. Additionally, while development agencies do operate within the state, the level of development support is visibly less than in other states. In interactions with the government, Jonglei CSOs share information with the government but the government is not seen as a source of funding. Government, in the view of CSOs, appears to be an authoritative figure that supplies permission or input, but when it comes to actually implementing activities to achieve CSO mission goals, the reason the CSO exists in the first place, the government is not a partner worth approaching. The focus, instead, has turned to INGOs and other agencies active in the state. For some CSOs such as Duk County Youth Association, local government officials are members of the organizations and so interactions with the government are more regular, but there is little support the government (aside from personal donations from government officials) gives. Government, for its part, capitalizes on CSOs to reach out to the wider community, often to address issues of insecurity. In example, during insecurity in Bor County this year, the local government reached out to the Bor County Women's Association to help restore peace.

## Conclusion

As Civil Society in South Sudan develops, it is poised to serve as the median between community and government, representing the interests of the communities, advocating on their behalf and holding the government accountable for its promises and actions. Currently, CSOs, including BRIDGE-supported CAGs, in the BRIDGE target states of NBG, Warrap and Jonglei primarily fulfil the role of representing community interests by implementing activities in the areas of water, agriculture, education, peace-building, education and general community development. CSOs both consult with the community and the local government, but this interaction is primarily based around activities as activities give reason for interaction. As was found in the BRIDGE Citizens' Perception Surveys, 'seeing is believing,' and this is true for both government and communities. Both parties are more willing and interested to engage with CSOs, when there are visible and tangible results or benefits from the interaction. As this trust grows and benefit is realized, CSOs will be able to take a stronger role in advocating on behalf of the communities.

Inhibiting progress toward this goal, however is funding. Funding is a key issue for all CSOs, though to a greater extent for some than for others. Some CSOs fund small activities or meetings through member or community contributions, but larger projects are almost always funded by INGOs or other development agencies who funnel their activities through these CSOs. While funding is always critical, it is especially critical for CSOs as they start up and gain traction within the community and with the government. Visible activities are a primary ingredient in establishing a strong base of trust and community support. Once this has been established, CSOs may have a more influential position in the eyes of the government when advocating on behalf of communities. In the specific context of dependency in South Sudan, relief as well as development-oriented activities funnelled through CSOs may seem to support these conclusions, but simply having a connection to services delivered will not create long-lasting trust and confidence that these CSOs need in order to truly take up the mantle of advocates.

In addition to the ability to implement activities, another determining factor in the extent to which CSOs can fulfil their role in society, is the attitude of government toward CSOs. In most areas, particularly in Warrap, the government often utilizes CSOs as a means through which to deliver messages or mobilize communities for a government activity. Local government, particularly in NBG, has begun to consult and more actively collaborate with CSOs, while in Jonglei the interaction between CSOs and the government is more strongly based on CSOs letting the local government know about activities and obtaining their approval.

As South Sudan develops, support to these two areas, activities and government recognition of the value of CSOs, needs to happen simultaneously in order to help propel CSOs into their ultimate role as community and sector advocates.

## Annexes

### Annex I: Civil Society Assessment Tool

#### Revised CSO Functional Capacity Assessment

CSO Name:	
Interviewee Names:	
CSO Area of Concern:	
BRIDGE Field Officer:	
State	Start Date (MM/DD/YYYY)
County	End Date (MM/DD/YYYY)
Payam	Latitude (N):
Boma	Longitude (E):
Village	Project Number (M&E Use Only):

What does your group do? Why was it formed?

Where do you operate?

What influences where you operate?

### **Management**

1. Does your group have a management structure? How is the group organized?

Yes, with description (1)                       Yes, no description (0)                       No (0)

Description:

2. Does the group elect the leadership and/or officers? How does the group choose the leadership?

Yes, with description (1)                       Yes, no description (0)                       No (0)

Description:

3. Does the leadership ever change? If so, how does that happen?

Yes, with description (1)                       Yes, no description (0)                       No (0)

Description:

4. How is your group and its activities supported? Does your group collect any type of fees or receive any type of grant or other funds? How is this support used?

Yes, with description (1)                       Yes, no description (0)                       No (0)

Description:

5. Does your group keep a record of any funds collected? How? How are the funds stored?

Yes, with description (1)                       Yes, no description (0)                       No (0)

Description:

### **Advocacy**

1. Does the group make its concerns known to local government? Can you provide examples?

Yes, with examples (1)       Yes, no examples (0)       No (0)

Examples:

2. When there is a community issue, does the group consult with the community to better understand the problem and determine the best solution?

Yes, with examples (1)       Yes, no examples (0)       No (0)

Examples:

3. Does the group ever collect information or facts on the issue to present to the government? For example: If there is an issue of water shortage in the community, does the group collect information on the number of people who would be served by the community? Does the government ever ask for this information?

Yes, with examples (1)       Yes, no examples (0)       No (0)

Examples:

### **Activity Execution**

1. Is the community aware of your group? Is the community aware of what the group does?

Yes, with examples (1)       Yes, no examples (0)       No (0)

Examples:

2. Does your group have a way to let the community know about the group's activities?

Yes, with examples (1)       Yes, no examples (0)       No (0)

Examples:

3. Is your group aware of local government actions and decision in your area of focus? How does the group hold the government accountable (upholding its promises)?

Yes, with examples (1)       Yes, no examples (0)       No (0)

Examples:

### Stage of Citizen Participation in Local Government

1. Does Local Government share information with your group (on the CSO focal area)? If yes, how? If no, does the local government share this information directly with the community?

Yes, regularly (2)                       Yes, occasionally (1)                       No, never (0)

No examples given

Examples:

2. Does Local Government invite your group to share information or concerns with them? If so, can you provide examples of how your group shares information or concerns with the Local Government? (If the government does not invite the group, does it invite community members or local leaders to share concerns?) How often?

Yes, regularly (2)                       Yes, occasionally (1)                       No, never (0)

No examples given

Examples:

Does Local Government work with your group to solve community problems? If yes, please give examples. (If no, does the government work directly with the community?)

Yes, regularly (2)                       Yes, occasionally (1)                       No, never (0)

No examples given

Examples:

2. Does Local Government allow your group to make some decisions about service delivery? If so, please explain. (If yes, does your group consult with the community to make these decisions?)

Yes, regularly (2)                       Yes, occasionally (1)                       No, never (0)

No examples given

Examples: