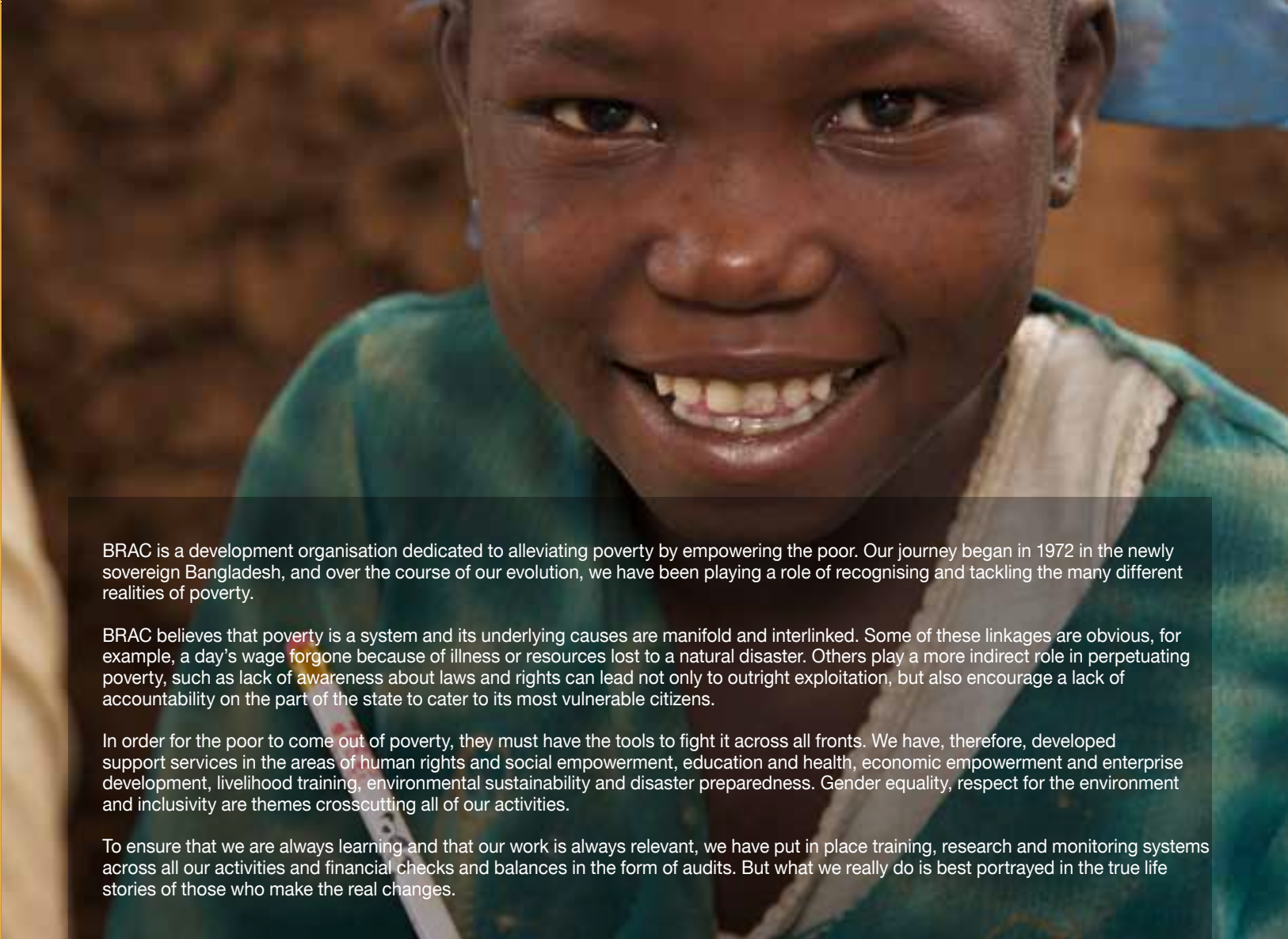




2015

ANNUAL REPORT

SOUTH SUDAN



BRAC is a development organisation dedicated to alleviating poverty by empowering the poor. Our journey began in 1972 in the newly sovereign Bangladesh, and over the course of our evolution, we have been playing a role of recognising and tackling the many different realities of poverty.

BRAC believes that poverty is a system and its underlying causes are manifold and interlinked. Some of these linkages are obvious, for example, a day's wage forgone because of illness or resources lost to a natural disaster. Others play a more indirect role in perpetuating poverty, such as lack of awareness about laws and rights can lead not only to outright exploitation, but also encourage a lack of accountability on the part of the state to cater to its most vulnerable citizens.

In order for the poor to come out of poverty, they must have the tools to fight it across all fronts. We have, therefore, developed support services in the areas of human rights and social empowerment, education and health, economic empowerment and enterprise development, livelihood training, environmental sustainability and disaster preparedness. Gender equality, respect for the environment and inclusivity are themes crosscutting all of our activities.

To ensure that we are always learning and that our work is always relevant, we have put in place training, research and monitoring systems across all our activities and financial checks and balances in the form of audits. But what we really do is best portrayed in the true life stories of those who make the real changes.

VISION

A world free from all forms of exploitation and discrimination where everyone has the opportunity to realise their potential.

MISSION

To empower people and communities in situation of poverty, illiteracy, disease and social injustice. Our interventions aim to achieve large-scale, positive changes through economic and social programmes that enable women and men to realise their potential.

VALUES

- Integrity
- Innovation
- Inclusiveness
- Effectiveness

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CHAIRPERSON'S STATEMENT

It gives me great pleasure to present the annual report and audited financial statements for the year ended 31 December 2015.

In 2011, South Sudan gained independence from Sudan following decades of war and instability. The country still faces internal conflicts however, which hinder its development efforts.

South Sudan's education indicators are abysmal. Almost 70 per cent of children aged 6-17 years have never attended school and only 10 per cent manage to complete primary education. At secondary level, only 32.5 per cent are girls, indicating stark gender inequality. Delivering quality education and ensuring higher enrolment are top priorities in BRAC's development agenda for South Sudan. Currently, BRAC is operating 620 Community Girls' Schools with 18,600 students in 14 counties spread across four states.

South Sudan has a high youth population, of which girls are the most vulnerable. To empower girls aged 11-15 years, BRAC's empowerment and livelihood for adolescents programme operates through 100 clubs to provide a safe space where they can share their experiences and gain life skills training.

Internal conflicts have contributed to poor health infrastructure in South Sudan. The prevalence of malnutrition, pneumonia, diarrhoea and malaria is high among children. BRAC uses its network of community health promoters to provide affordable basic health care services to more than 1.5 million people. Keeping the country's health priorities in mind, BRAC treated 130,875 malaria, 15,259 severe acute malnutrition, 30,676 pneumonia and 30,267 diarrhoea cases among under-five children this year.

Almost 80 per cent of the population in South Sudan live in rural areas, where agriculture, livestock, forestry and fisheries provide the main livelihoods. Declining agricultural production and dependence on expensive foreign foods have contributed to a severe food shortage in the country. BRAC's agriculture and livestock programme introduces modern agricultural techniques

and poultry rearing as well as providing market linkages for eligible farmers. It has also established a collective demonstration farm to disseminate technology and the supply of seeds to farmers. In addition, BRAC has reached out to 5,400 internally displaced farmers to ensure their emergency livelihoods.

To fight extreme poverty, BRAC initiated its ultra poor programme in 2013 in Yei county. This targets ultra poor women, providing them with training, assets and technical support to ensure their livelihoods. They also receive food support, medical treatment, and veterinary facilities for their poultry and livestock.

I would like to take this opportunity to extend my sincere thanks to the Government of South Sudan and our development partners for their continued support for our efforts to contribute towards the creation of progress and prosperity in South Sudan. I also thank the members of the governing board and local advisory board, whose leadership and foresight help to deepen our engagement in the country. My heartfelt thanks also to our staff whose dedication ensures that BRAC's programmes in South Sudan continue to grow in both range and scale.



Sir Fazle Hasan Abed, KCMG
Founder and Chairperson

GOVERNANCE AND MANAGEMENT

GOVERNANCE

THE LEGAL STATUS OF BRAC INTERNATIONAL

BRAC International is registered as Stichting BRAC International under the laws of the Netherlands, with its seat in The Hague. All of BRAC International's development entities operate under this umbrella. The programmes include health, education, agriculture, livelihoods, targeting the ultra poor, human rights and legal services. BRAC International Holdings BV is a wholly owned subsidiary of Stichting BRAC International and was incorporated in 2010. BRAC International's microfinance programmes, social enterprises and investment companies are consolidated under this wing. The social programmes currently supporting the enterprises include seed production, feed mills, training centres and tissue culture labs. BRAC International has introduced programmes in Afghanistan, Haiti, Pakistan, Uganda, Tanzania, South Sudan, Sierra Leone, Liberia, the Philippines, Myanmar and Nepal. It is legally registered with the relevant authorities in each of these countries.

GOVERNING BODY

BRAC International is governed by a governing body. The governing body is elected from amongst distinguished individuals with a sound reputation in the sector of social development, businesses or professions who have demonstrated their personal commitment to pro-poor causes. These individuals are elected in the governing body to bring their diverse skills, knowledge and experience to the governance of BRAC International. At present, there are 10 members in the governing body. The governing body usually meets four times a year, in accordance with the rules of Stichting BRAC International. The composition of the present governing body of Stichting BRAC International is as follows:

Members of the governing body

Chairperson:

Sir Fazle Hasan Abed, KCMG

Members:

Ahmed Mushtaque Raza Chowdhury
Dr Muhammad Musa
Ms Sylvia Borren
Dr Debapriyo Bhattacharya

Ms Shabana Azmi
Mr Shafiqul Hassan (Quais)
Ms Parveen Mahmud
Ms Irene Zubaida Khan
Dr Fawzia Rasheed

The composition of the present governing body of BRAC International Holdings BV is as follows:

Chairperson:

Sir Fazle Hasan Abed, KCMG

Members:

Ms Sylvia Borren
Dr Muhammad Musa
Ms Parveen Mahmud
Mr Hans Eskes

Details about the roles of the governing body are available in the Deed of Incorporation of Stichting BRAC International and BRAC International Holdings BV.

FINANCE AND AUDIT COMMITTEE

Composition of the present finance and audit committee is as follows:

1. Ms Parveen Mahmud, Chair
2. Dr Muhammad Musa, Member
3. Ms Sylvia Borren, Member
4. Mr Faruque Ahmed, Member
5. Mr SN Kairy, Secretary of the Committee
6. Mr Hans Eskes

The primary function of the finance and audit committee is to assist the governing board in fulfilling its responsibilities on:

- The financial reporting and budgeting processes
- The system of internal controls and risk assessment
- The compliance with legal and regulatory requirements
- The qualifications, independence, and performance of the external auditors
- The qualifications, independence, and performance of the internal audit function

LOCAL BOARDS

Each country's entities have a local board. We have aimed to pursue microfinance and development activities through separate entities in most of our countries. The local board members are appointed by Stichting BRAC International's board. The business of the local entities is managed by these local boards. Further details of the roles of the

local boards are available in the respective incorporation documents of these entities.

ADVISORY COMMITTEE

In 2015, BRAC International decided to source suitable candidates in its countries of operation to form an advisory committee. This was in part driven by the need to strengthen governance, support advocacy at the national level and enhance credibility with donors whose expectations around governance included setting up boards at the country level which comprise largely of members who are preferably nationals.

The committee members provide the country leadership with advice and support on standards and policies, overseeing the development and implementation of programmes. They are expected to advise on key external developments and trends nationally, and promote BRAC's mission. That means developing and maintaining effective and strategic working relationships with key stakeholders and civil society partners in the countries through information sharing and relevant advocacy on behalf of BRAC.

ACCOUNTABILITY AND TRANSPARENCY

The internal audit department normally conducts audits at all our cost centres on a sample basis. All departments or units in which irregularities are detected through the course of regular internal audit are then audited. Audits take place at least once a year and twice or more in locations and on programmes where a closer watch is warranted.

External audit of Stichting BRAC International, BRAC International Holdings BV and all of our legal entities are undertaken annually. Financial transparency is ensured by BRAC International's finance and accounts division, which prepares financial statements following the International Financial Reporting Standards and the laws of relevant countries.

MANAGEMENT

There is a clear-cut policy regarding the authority of each level of staff at all levels of BRAC International's management. Staff members are equipped and empowered to act as effective managers. This is clearly set out in BRAC international's human resources policies and procedures and the Table of Authority. Staff are empowered to take decisions at relevant levels and areas of management, including recruitment, deployment, capacity building, transfer, leave, financial transactions, purchase and procurement. These are described in detail to staff at the area, regional and country office levels.

The Human rights policies and procedures also contain all policies relating to staff salary, benefits, recruitment and promotion procedures, and payments. Every staff member receives orientation on the Human rights policy procedures. The Stichting board appoints officers, namely the executive director, directors, group chief financial officer, chief people officer and finance director to manage affairs from the secretariat in Dhaka. BRAC International's management policies clearly define the authority of each level of staff. Appropriate staff are empowered to take decisions at the area, regional, country levels and the head office. Procedural manuals and policy documents are available to staff. Day-to-day decisions are taken by area managers, regional coordinators and programme heads as appropriate. Larger policy decisions involve country representatives, executive director, senior directors, group chief financial officer, finance director and chief people officer, and in particular cases, the executive director, the chairperson and the governing body.

FINANCIAL MANAGEMENT

Matters relating to finance and accounts from branch offices to the country head offices are supervised and controlled by the country finance and accounts department. The branch offices prepare project-wise monthly cash requisitions, which are sent to the area/regional offices. The area/regional offices check and monitor the accuracy of the requisition and transmit them to the country office. The country office disburses funds as per the requisitions after checking. The area and branch offices send monthly expenditure statements along with bank statements to the country office's finance and accounts department. The country office then consolidates all the expenditure statements, prepares monthly financial statements and reports to BRAC International's head office (herein after secretariat) and donors, as required. A comprehensive accounting manual and statement of standard operating procedures guides the finance and accounts personnel to prepare the financial statements and reports in accordance with the accounting standards. It also guides in running the financial activities in a systematic and efficient way.

In consultation with different levels of stakeholders, the country office prepares project-wise budgets, which are then sent to the secretariat. The secretariat reviews and performs analytical procedures on the project budgets of its country offices, which are recommended by the finance director and finally approved by the group chief financial officer. The secretariat consolidates all BRAC International country financials and produces the BRAC International budget and consolidated audited financials.

The budget and the consolidations are submitted to the BRAC International governing body for approval.

INFORMATION TECHNOLOGY

The country IT department provides data to the country management information system and finance teams by managing financial and programme-related information. This data is used by country and head office personnel to prepare various financial and managerial reports and to monitor project progress. The IT team based in the secretariat also provides support relating to software update, troubleshooting and Enterprise Resource Planning development. The country IT team is reportable to the respective country management and the worldwide operations are centrally administered by the secretariat.

HUMAN RESOURCE MANAGEMENT

BRAC International's human resources and training department caters to about 7,110 employees across 10 operating countries. The team strengthens BRAC International's human resources capacity, visibility, and practices through strategic interventions and new initiatives. Following are some of the year's highlights:

Key recruitment: Significant changes to the upper management at BRAC International occurred in 2015 with the joining of new regional directors for the Africa and Asia regions, new chief people officer and research director, three new country representatives of Afghanistan, Liberia and Sierra Leone, and for the first time, a resident representative fundraiser in the Netherlands office. BRAC International established an emergency response coordination team with new emergency response coordinators joining in Uganda, Tanzania, Pakistan and South Sudan. More countries will recruit emergency response coordinators in 2016.

In keeping with BRAC's vision towards localisation of operations, local heads of department have joined in multiple countries. Some of these include local heads of finance, audit, monitoring, human resource development, research, agriculture and fundraising. The first chief executive officer of BRAC Uganda's microfinance is planning its transformation to a microfinance deposit-taking institution in 2016.

Performance management system:

To promote a high-performance culture, the performance management system has cascaded down to all employees, from country management to field staff. This has clear guidelines provided for more focused performance management, discussing performance-related rewards and developing low performers through a performance improvement process. Employees have become more attuned to key performance indicator-based achievements and rewards are linked to both performance and demonstration of BRAC values in the workplace.

Human resources management capacity:

In 2015, country-level HR departments were strengthened with improved automation of HR processes for better service delivery. The department aims to maximise

job satisfaction, enhance transparency and ensure procedural justice for all employees in accordance with the human resources policies and procedures manual. The manual provides all employees with an understanding of new policies, due benefits and the processes required to fulfil them. The human resources development further ensures employees' commitment to BRAC International's 15 policies under the code of conduct, particularly in regards to child protection and gender equality.

Staff motivation schemes: Full scholarships for higher studies are provided annually to high potential and committed staff to boost local capacity development. In 2015, four female employees were given full scholarships from BRAC to pursue postgraduate studies locally and overseas. In addition, seven female staff received the prestigious BRAC Values Award for their outstanding display of ethics and professionalism, after a rigorous screening of nominations from the entire BRAC workforce.

Organisational development: All representative job roles have been determined and placed within the organisational hierarchy. Roles have been evaluated using the Hay Method and accordingly, employees are being placed on a new salary structure. This year, all Bangladeshi staff on secondment underwent the re-grading process which took place at BRAC's headquarters. In the next phase, new country-specific salary structures, organograms and role-wise grading will come into practice for local employees next year.

Enterprise resource planning: A HR module in the new system has been designed and piloted in-house to streamline HR processes, enhance staff data management and analytic capacity. It will be implemented in phases across BRAC International, starting with BRAC South Sudan in the first quarter of 2016.

Training and development: With the vision of streamlining staff development activities, BRAC International HRD organised BRAC's first ever inclusion and diversity campaign to promote a culture of diversity, inclusion, gender sensitivity and BRAC values among its workforce. In October 2015, 16 employees from 10 operating countries participated in a 20-day training of trainers workshop at BRAC headquarters in Dhaka.

Training received on four modules:

A group of 16 trainers received training on BRAC values, inclusion and diversity, gender awareness and people leadership programme. They will develop a further pool of trainers who will execute this training programme throughout the country in 2016 to promote the 'one BRAC' culture. In addition to classroom-based training, the trainers also visited BRAC's field operations in Bangladesh and met the chairperson and BRAC International's senior management.

World Diversity Day was celebrated for the first time in May 2015, where employees took part together in cultural programmes, sports tournaments, and cooking events. This will continue to be an annual event to promote harmony and inclusiveness within the workplace.

EDUCATION



BRAC's education programme is the largest secular private education system in the world, reaching seven countries in total. At the pre-primary level, we target underprivileged children to prepare them for mainstream primary school entry. BRAC schools are designed to give a second chance at learning to children who have been left out of the formal education system due to extreme poverty, violence, displacement or discrimination. Our non-formal approach complements the mainstream school system with innovative teaching methods and materials. At the secondary level, we provide scholarships, need-based training and student mentoring to improve mainstream education.

PROVIDING COMMUNITY- BASED EDUCATION TO SOUTH SUDAN

Delivering education services is a key priority in BRAC's development agenda in South Sudan. We support both formal and non-formal education. Technical and vocational education linked with livelihood development is a focus for young people.

BRAC's one-room-one-teacher classroom model was designed to give a second chance at education for disadvantaged children. These children have been left out of the formal education system due to extreme poverty, conflict or political unrest, displacement and discrimination. The schools are located within the community with female teachers recruited from the same community, providing a safe learning environment, particularly for girls. The curriculum is condensed to provide accelerated learning for children to catch up with their peers, by completing four years of learning in three years. Students are mainstreamed into government schools

to help them complete their primary education. With a class size of no more than 30, students receive equal attention from the teachers in a participatory and child-friendly learning environment.

BRAC South Sudan's education programme is currently operating in 620 community girls' schools, with 18,600 students in 14 counties in Central Equatoria, Eastern Equatoria, Western Equatoria and the Lakes State. These schools are funded by the Global Poverty Action Fund of the UK government, Stromme Foundation, Comic Relief and USAID. In addition, an agreement was signed with NORAD in July 2015 to implement 25 accelerated learning programme centres in two counties of Central Equatoria State. The project started its inception phase in 2015.

GIRLS' EDUCATION SOUTH SUDAN

The Girls' Education South Sudan (GESS) project is another education initiative in Lakes State that aims to reach 50,000 girls through 346 schools and improve their attendance and retention. BRAC has signed an agreement with Mott MacDonald to implement the GESS project as an

anchor in the Lakes State. The five-year-long project that started in October 2013 is being implemented in partnership with a local NGO called Resource Development Foundation in two counties; Rumbek East and Wulu. The project reaches all government and non-government, faith-based and community-funded schools in eight counties in Lakes.

BRAC has succeeded in partnering with Stromme Foundation, an anchor in Central Equatoria State, to implement the GESS project in two counties of Juba and Terekeke. It operates in these two counties through 28 schools. In Lakes State, 48 community dialogues were held and 90 listening clubs were formed to raise awareness and change behaviour in communities to embrace education as a priority for girls.

PROGRAMME HIGHLIGHTS

BRAC is currently operating in **620** community girls schools with **18,600** students in **14** counties in four states. Till now, a total of **6,650** students have graduated from **270** schools, of which **3,871** were girls. A total of **6,408** students have been mainstreamed into

formal primary schools.

BRAC is supporting **346** schools in **eight** counties of Lakes State, and **258** schools in **two** counties in Central Equatoria State under the GESS project.

BRAC signed an agreement with NORAD in August 2015 to implement **25** accelerated learning centres in Central Equatoria State, targeting **750** girls aged between 10-19 years who will be provided with education and vocational training.



CASE STORY

A SPECIAL STUDENT

My name is Aluel Maliir. I live with my parents in Malakia Boma, in Rumbek. I've always wanted to be a doctor, but my visual impairment has always stood in the way.

My mother spends her time farming and collecting food for the household and my father is a soldier. My parents wanted to enrol me in a government school but I was turned away as they could not offer the facilities needed to support my condition. My parents were told that my condition required special attention and none of the schools in my area catered to my needs. Sending me to another area for school was not a feasible option.

My parents were very worried about me, since I did not have any friends and could not attend school. Most of the other children my age went to school, and would often ignore me while playing. Despite my condition, I always hoped that one day I would be able to go to school like everyone else.

A year ago, a programme organiser from BRAC came to speak to my parents. He was conducting a survey on children who were not attending school or had dropped out, including those who needed special support.

With the help of the programme organiser, I was admitted into the BRAC's community



girls' school. My parents were extremely proud of the fact that I was going to school.

My school is nearby, located in the western part of Rumbek town, making it easy for me to travel by myself every day. I am a very regular student now and have many friends in school. My teacher gives me special

attention, helping me stay on the same level as other students. My friends and teachers are supportive, encouraging me to continue my education.

EMPOWERMENT AND LIVELIHOOD FOR ADOLESCENTS



BRAC's empowerment and livelihood for adolescents (ELA) programme is designed to empower adolescent girls to improve their livelihood and life skills. ELA clubs provide safe spaces for them to socialise with peers, and provide mentoring and life skills training. Networks of clubs are active in five countries. We combine this approach with livelihood and financial literacy training, and customised microloans, which socially and financially empower the girls. In addition, the clubs provide recreational activities such as reading, staging drama, singing, dancing and indoor and outdoor games.

EMPOWERING ADOLESCENT GIRLS

BRAC's empowerment and livelihoods for adolescents (ELA) programme empowers girls between the ages of 11 to 15, both socially and financially. This is a five-year project that started in September 2013, and aims to empower girls so that they can conduct themselves with confidence and lead their lives with independence and dignity. It provides safe spaces called ELA clubs. Here, girls exercise their freedom to express themselves, interact with peers and mentors, and learn about critical social

issues like sexual and reproductive health, early marriage, gender-based violence and drug abuse.

The clubs serve as centres for various training, with curriculums based on extensive labour market surveys and local demands. Training includes rearing livestock and chicken, tailoring and embroidery, salon activities, hotel management and agriculture.

PEACE-BUILDING PROJECT

BRAC, in partnership with the Government of South Sudan, UNICEF, Crisis Management Initiatives and Nile Hope, is implementing a peace-building project

in Akobo and Pibor in Jonglei state and Mingkaman in Lakes State. The project aims to develop literacy skills and build confidence among vulnerable youth and adolescents. The main objectives of the one-year project are to develop the literacy skills of 1,000 young people through alternative learning programmes, and to spread mass awareness on peace-building.

PROGRAMME HIGHLIGHTS

ELA operates through **100** clubs, with support from NoVo Foundation.

The project reaches **3,000** girls. Another **20** clubs supported **600** girls with assistance from Stromme Foundation for a period of 10 months.

3,000 members were provided with life skills training. **600** received livelihood training, out of which **168 (28 per cent)** are currently employed.

10 accelerated learning centres in Pibor, Awerial, Mingkaman and Akobo West educated **1,194** learners under the peace-building project. **150** young people (**53** per cent girls) were provided

with life skills and entrepreneurship training for employment and income-generation.

100	3,000	600
clubs operating	members provided with life skills training	members received livelihood training

CASE STORY

ELA CLUBS: FUN AND FUTURE-BUILDING

My name is Susan Purule. I am 14 years old. I used to live in the Gedele Mraba 9 with my parents, two brothers and four sisters. There were no properly functioning schools. This would upset my parents, as they always emphasised the importance of education and livelihood training.

They asked my aunt to take me to Juba and enrol me into a better school. My aunt agreed to take me in and pay for my school fees. I moved in with her and everything went well for the first few months. I was enrolled in a government school and received the kind of education I had always dreamt of. My parents were extremely proud. Whenever they came to Juba, the first thing they would do was ask about my class activities and all the new things that I had learned. I became optimistic about my future, and looked out for ways to acquire training for future entrepreneurship opportunities.

One day, my aunt told me that she could no longer pay my fees. She never explained the reason. I had to drop out of school, but I was still allowed to live with her. During this time, surveyors from BRAC came to my area. They registered vulnerable girls into BRAC's community girls' school with free books and no tuition fees. I studied in the school up to class 4, after which I was enrolled in a government school where BRAC paid my tuition fees.



I heard about the ELA clubs during my time at BRAC's school. I visited one of the clubs with my friends to see the activities. I was attracted to the club because of the fun activities they conducted; they had games, music, dance, drama, discussions, and training. I received training on tailoring and financial literacy. The club encouraged me to complete my education and become involved in income-generating work. One

important outcome of being part of this club is that now I can make decisions with confidence. I continue to remain a part of the ELA club to this day.

AGRICULTURE AND FOOD SECURITY

A woman in a white dress is crouching in a field, tending to young plants. The background shows a vast, open landscape under a bright sky.

Operating in six countries, **BRAC's agriculture** programme builds the capacity of farmers. It promotes the use of efficient farming techniques and proven technologies, and links farmers to markets. BRAC produces and markets quality seeds at fair prices. Research is conducted to develop better varieties and practices. Credit is offered to support poor farmers.

IMPLEMENTING IMPROVED TECHNOLOGIES FOR HIGHER YIELD

BRAC started its agriculture programme in South Sudan in 2012, aiming to improve techniques and technology in agriculture to ensure food security. Collective demonstration farms (CDF) were established in Yambio and

Yei for practical training of farmers. They introduce ox ploughing to farmers and train crop production through system-based cropping.

The programme addresses crop yield, productivity and use of resources. BRAC implements its holistic and inclusive approach, utilising three major components: knowledge and skill development, input supply, and extension services. The agriculture programme addresses the urgent need to boost food security and nutrition, and enhances agricultural activities in the region.

BRAC reaches internally-displaced farmers to ensure emergency livelihood through seed multiplication and emergency seed and tool distribution projects funded by FAO.

The programme targets farmers who are at the bottom of the economic pyramid. Over 60 per cent of the farmers are women.

PROGRAMME HIGHLIGHTS

Under the Oxfam Novib funded agriculture project, BRAC set-up **two** collective demonstration farms in Yei and Yambio Counties in Central Equatoria State and Western Equatoria State. Farmers were able to increase their yields, preserve seeds and practice modern farming techniques through the farms. The project, during its second year of implementation, reached **280** kitchen gardeners and **100** poultry

rearers. **40** farmers from the collective demonstration farms and **200** ox-plough farmers were provided with refresher training on modern cultivation of crops.

In collaboration with the Ministry of Agriculture, BRAC established adaptive research in collective demonstration farms. **15** varieties of rice, **12** types of vegetables, **one** breed of hybrid maize

and **five** types of pulse were transferred from Bangladesh to South Sudan for testing.

BRAC reached **5,400** farmers, mostly internally displaced persons and refugees, through the seed multiplication and emergency seed and tools distribution projects.

2	5,400
collective demonstration farms set up	farmers reached



10,004	General farmers trained (cumulative)	2014
12,304	General farmers trained (cumulative)	2015

CASE STORY

DISCOVERING HER GREEN THUMB

I am Nyamuse Ngbarago Elisama, a widow living with my six children in Duduma village. After my husband died of diarrhoea, my brother started supporting my family. He found it very difficult, since he also had his own family to look after.

I had to become the sole breadwinner of my family. I set up a tea shop from which I earned a small amount. I used this to cover most of my family's needs, but my income was not enough to cover the growing expenses of my children.

I had knowledge of traditional farming methods, but was unaware of proper techniques such as sowing, transplanting and pest management. When I saw my neighbour's small backyard kitchen garden and the good health of her okra and watermelons, I thought I should switch from selling tea to becoming a farmer. One day I asked her about the process of her farming and how she learned about it. She told me about BRAC's agriculture programme, and so I went to the branch



office for more details. I applied, and soon after was selected as a kitchen garden farmer.

I was given a three-day training and refresher course on kitchen garden technologies. I was provided with information on nutrition issues, and modern technologies like line sowing, transplanting, fertiliser application, weeding, and pest management. In the form of inputs, I was given vegetable seeds like eggplant, okra, collard, watermelon and tomato. I planted the okra and watermelon directly into permanent

seedbeds, and the eggplant, tomato and collard seedlings in nursery seedbeds. I was surprised and pleased to see how beautifully and abundantly they all grew.

My monthly income increased significantly. I now earn enough to provide nutritious meals for my family. I can pay for my children's school fees and send them to school in clean uniforms, and I am pursuing a field that I love and am talented in.

HEALTH



BRAC's health programme combines preventive, promotive, curative and rehabilitative services. We aim to improve reproductive, maternal, adolescent, neonatal, and child healthcare. We work to raise the nutritional status of children and mothers, reduce vulnerability to communicable diseases, and combat non communicable diseases. Through our low-cost essential healthcare services, we serve the disadvantaged, socially-excluded and hard-to-reach populations. BRAC's approach utilises trained frontline community health promoters, creating an effective bridge between underserved communities and formal healthcare systems. We ensure community empowerment and mobilisation to bring cost-effective basic healthcare services to the doorsteps of clients. We work in collaboration with the government, NGOs, donors, private sectors, academic institutions and local governance to bring the most needed healthcare services to communities.

PROVIDING BASIC HEALTHCARE FACILITIES

BRAC brings affordable healthcare to the doorsteps of more than 1.94 million people with a network of 2,817 community-based drug distributors (CBDs). These CBDs are women, selected from local communities and trained to provide basic healthcare and education. They provide treatment for fever, diarrhoea and pneumonia, and refer individuals with more serious conditions to local public and private health facilities. They earn USD 25 as a monthly incentive. In addition, 120 community health promoters (CHPs) provide free services to pregnant and lactating mothers, and children under five.

MALARIA CONTROL

During their household visits, the CBDs identify suspected cases of malaria of under-five children and treat them as per treatment guidelines. They refer patients to government health facilities if they do not respond to the treatment. The CBDs follow up with the patients to see if they are taking their anti-malarial medication properly and recovering from their illness. Since 2009, BRAC has been working as a sub-recipient of the Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM) Round 7 (Malaria). We also support the government's Child Survival programme for malaria prevention and

treatment in eight counties of Lakes State of South Sudan.

INTEGRATED COMMUNITY CASE MANAGEMENT

As a part of the government's Child Survival programme, BRAC is implementing its integrated community case management programme with support from Population Service International (PSI). CBDs provide treatment of diarrhoea, pneumonia and malaria to under-five children. 15 out-patient therapeutic programme (OTP) sites run to address severe acute malnutrition in Lakes State.

TUBERCULOSIS CONTROL

CBDs implement a well-tested, community-based approach for increasing and sustaining TB case detection and treatment. During household visits, CBDs ask simple questions related to suspected TB cases based on symptoms. When a suspected TB victim is identified, CBDs encourage that person to be tested at a nearby government facility. They explain the dangers that TB can pose to the sick person as well as the rest of the family. They then follow up on the patient to determine the test results and advise accordingly.

REPRODUCTIVE MATERNAL NEW-BORN AND CHILD HEALTH

BRAC South Sudan has expanded its

existing essential healthcare programme to reduce the high mortality among women, adolescents, newborns and children. The programme provides door-to-door information on reproductive maternal, neonatal and child health, and services and referrals in Central Equatoria-Juba, Yei states and Eastern Equatoria-Torit, Magwi states in South Sudan with the support of BRAC UK (Big Lottery Fund and UKAID). The programme is implemented through a network of 600 CHPs, 12 nurses and 20 programme assistants.

The programme provides pregnancy-related care, and education about health and hygiene. It sensitises adolescent girls and women on sexual and reproductive health rights, prevention of mother to child transmission of HIV, sexually transmitted infections and the risk of early pregnancy and motherhood. It also mobilises immunisations and referrals to health facilities. Patients in hard-to-reach areas are treated through mobile clinics.

EMERGENCY NUTRITION SUPPORT

With support from UNICEF, BRAC implements the emergency nutrition support programme in Northern Bahr el Ghazal, Lakes State and Central Equatoria State. The programme aims to screen under-five children and provide treatment to severe acute malnourished cases through mobile outpatient therapeutic centres. It also trains the community on infant young child feeding practices.

PROGRAMME HIGHLIGHTS

We treated **130,875** under-five children suffering from malaria and **15,259** under-five children suffering from severe acute malnutrition through the out-patient therapeutic programme. Directly observed treatment, short-course (DOTS) was provided to **30,676** children suffering from pneumonia, **30,267** children suffering from diarrhoea and **88** TB patients. Vitamin A was provided to **14,950** children and de-worming tablets to **11,959** children. **12,677** women received knowledge on infant and young child feeding through group meetings.

138 mobile health clinics were organised in **14** remote areas. **5,383** patients were served in these clinics, where nurses and health workers delivered basic treatment for skin and eye infections, anaemia, malaria, diarrhoea, pneumonia, and reproductive tract infections.

CHPs carried out **7,649** antenatal care check-ups, **2,212** postnatal visits to pregnant women and treated a total of **3,430** patients for different diseases other than malaria, pneumonia and diarrhoea.

130,875	30,676	30,267
under-five children suffering from malaria treated	children suffering from pneumonia provided with DOTS	children suffering from diarrhoea provided with DOTS

2013	2014	2015	
5,346	5,847	7,649	
Antenatal check-ups received by pregnant women	Antenatal check-ups received by pregnant women	Antenatal check-ups received by pregnant women	

CASE STORY

SAVING LIVES THROUGH TIMELY ACTION

I am Lucia Peter, mother of a 27-month-old baby girl called Josephine. I am 24 years old and live in Gudele West in Payam of Hai Tokiyo. I am a housewife, and always worry about my daughter because she is often sick.

In my community, healthcare facilities are scarce and located far from where I live. When my daughter was two years old, she contracted malaria. Her condition was so severe that her feet became swollen. I rushed her to my community health facility centre and the doctor diagnosed her with a high white blood cell count. He prescribed some medicine, but her condition did not improve.

During this period, one of BRAC's community-based drug distributors in Gudele West conducted a visit in Hai Tokiyo Payam. I asked a volunteer to come visit my home to check up on my daughter. She found Josephine in a critical condition and checked her. She discovered that Josephine was suffering from severe malnutrition with oedema, which caused the accumulation of fluids in her body. The volunteer referred me to Al-Sabah children's hospital, which



was in Juba, the capital of South Sudan. I did not have enough money to take her to the hospital, but fortunately BRAC's visitor vehicle was available and they took us there.

Josephine was admitted to the hospital and was in treatment for three weeks. Careful

and timely feeding is helping Josephine regain her health. I hope BRAC continues to refer those in need towards proper and lifesaving healthcare.

TARGETING THE ULTRA POOR



BRAC's ultra poor programme focuses on improving the socio-economic situation of those at the base of the economic pyramid. Living in extreme poverty, this group struggles to meet minimal dietary requirements and reach mainstream anti-poverty programmes like microfinance. To help this population at least get on the bottom rung of the economic ladder, our process includes a deliberate sequencing of interventions including asset grants, skill development and personalised healthcare support.

CONFRONTING EXTREME POVERTY IN SOUTH SUDAN

BRAC started the 'targeting the ultra poor' (TUP) project in South Sudan in April 2013. The DFID-funded project is implemented in Yei County. The project targets 250 ultra poor women, supporting them in developing sustainable livelihoods and achieving food security. TUP members also receive food support, medical treatment, and veterinary facilities for their ducks and goats.

Each woman is offered weekly food stipends, medical support, and technical

support for productive assets, life skills development training, financial training and support with savings. The project addresses female-headed, severely food-insecure households that rely on seasonal or fluctuating income sources.

The project has helped women move towards more productive, diversified and secure livelihoods, with increases in food security, income and savings. They have also gained confidence, enjoying stronger social integration into communities. They have shown increased resilience in the face of crises such as the economic turmoil in the country.

Women have been empowered economically through assets, income generation and savings. The project

activities have reduced gender disparity in target communities and improved their social status. The creation of local institutions ie, the village poverty reduction committees (VPRCs), has provided social security and integration of ultra poor women within the community, helping them be more confident in reaching for external support. VPRCs have proved to be a valuable platform for resolving household and community issues.

PROGRAMME HIGHLIGHTS

The TUP pilot project was successfully implemented in Yei County. **73** per cent of TUP clients received basic literacy training, and **74** per cent received basic numeracy and financial management skills training.

250 members received assets as their main income-generating source and training on **four** major enterprises ie, agriculture, small enterprises, duck and goat rearing.

973 family members received treatment by panel doctors, along with food and technical support for clients.

Four village poverty reduction committees were formed.



CASE STORY

PROVIDING A BETTER LIFE FOR HER FAMILY

My name is Rose Sitma. I am 30 years old and live in Hai Dam 1 village. I live with my four children, and one of them suffers from epilepsy. I am a widow with eight dependent members in my family, including my widowed sister's children. I used to find it extremely difficult to afford even one meal a day for my family. I could not send the children to school. I did not work and I received little respect from my community.

Through BRAC's TUP pilot project in Yei, I was selected as a TUP client. I received seeds, tools and training, since my area of expertise was agriculture. I also received ducks as a secondary asset to accelerate my income generation process. After my training, I put my ideas into practice and began to ensure that my initiatives were sustainable.

This year, I produced 360 kg of maize grains, 144 kg of nuts and 192 kg of cassava flour. I used this for household consumption, and sold off the surplus in the market. I used the money from the market to buy a goat and pay for my children's school fees. I now have 29 ducks and 13 ducklings, and I am now planning to establish a duck farm.

I earn USD 66 (200 SS) per month and I can provide at least two meals every day for my family. I have also saved up to USD 73 (SSP 215), which I plan to use in constructing a new house where we can all live safely and



happily. If I feel insecure about any situation that arises in my community regarding my assets, I express it through village poverty reduction committee who then resolve it for me.

SUPPORT PROGRAMMES

FINANCE AND ACCOUNTS DEPARTMENT

The finance and accounts department performs a vital role within the organisation in improving programme efficiency, enhancing decision-making, promoting transparency and accountability. The unit collects and stores financial data from all transactions carried out at different cost centres. The department also implements adequate control mechanisms to safeguard organisational assets. It follows the standard operating procedures for finance and accounts to maintain international financial reporting standards. Adhering to procedures has resulted in timely reporting, cost minimisation, bi-annual physical stock counting, project/programme-wise chart of accounts and ensuring the implementation of the Internal Control Questionnaire.

Through the Stichting BRAC International cloud (SBI-Cloud) finance module, the unit ensures central monitoring of all transactions posted from the network of branches/area offices in various locations. The system also guarantees smooth operations of finance and accounts functions. It also provides continuous support to projects from different programmes and is targeting to provide monthly cost analysis support to every project.

INTERNAL AUDIT DEPARTMENT

The internal audit department is an independent support programme providing objective assurance and consulting services to add value and improve BRAC International's operations. It helps the organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of control and governance. Internal audit is a catalyst for improving the effectiveness and efficiency of programmes by providing insights and recommendations based on data analysis. With a commitment to

integrity and accountability, the department provides value to governing bodies and executive management as an objective source of independent opinion. The department also assists management by providing risk-based audit reports for accelerating efficiency and effectiveness based on the internal audit charter, the terms of reference for the audit review committee, and the internal audit manual approved by the finance and audit committee.

In 2015, the external quality assurance review was conducted as per requirement of the institute of internal auditors standards. We have achieved 101 per cent, covering 71 cost centres against the plan this year. Upcoming in 2016 will be the year of implementing full-fledged risk-based audit and system audit. An information systems audit is also going to be initiated, incorporating information systems audit and control association guidelines and best practices.

COMPLIANCE SERVICES

Compliance services is committed to ensuring the compliance environment, which helps the organisation achieve specific goals by ensuring individual's job responsibility and assessing programmes' standing with the organisational goals. The coverage of the internal control questionnaire was expanded to all area and regional levels of the country programme management. This was only for branch levels of management in the previous year and had been reported quarterly. ICQ 'quick review' mechanism was initiated to strengthen the compliance culture, by ensuring accountability and transparency. Compliance related to regulatory and donor affairs were reviewed and reported bi-annually for all BI countries. To further strengthen the established compliance environment, plans have been made for more review of the self compliance activities (e.g. ICQ audit) in the coming year.

RISK MANAGEMENT SERVICES

For BRAC International (BI) and its country operations, risk management is at the core of the operating structure. Risk management services seek to limit adverse variations in programme activities and outcome by managing risk exposures within agreed levels of risk appetite. Risk management processes in BI have continued to prove effective throughout the year 2015, with developing a group risk register. Executive management remained closely involved in important risk management initiatives, which have focused particularly on ensuring appropriate levels of funds, and effectively managing the risk portfolios. Responsibility and accountability for risk management resides at all levels within the country, from the board down through the country management team to each programme manager and risk focal. Risks are controlled at the level of individual exposures as well as in aggregate, across all programmes and risk types.

On a country level, the biannual assessment of overall risk management was done and the summary was discussed in the executive risk management committee meetings on 22 April and 4 November 2015, chaired by the executive director of BRAC International.

RESEARCH AND EVALUATION DEPARTMENT

The Research and Evaluation Department (RED) serves the role of a third party within the organisation and assesses BRAC's programmes independently and objectively. The direct outcomes of RED's activities are identification of factors affecting successes or failures of programmes and designing innovative and effective projects.

HUMAN RESOURCES AND TRAINING DEPARTMENT

The human resources and training department (HRD) of South Sudan oversees 285 local and expatriate employees dispersed across the country, of which 86 per cent are local staff. The department aims to maximise job satisfaction, enhance transparency and ensure procedural justice for all employees in accordance with the human resources policies and procedures (HRPP) manual. The HRPP provides all employees with an understanding of new policies, due benefits and the processes required to fulfil them. The HRD further ensures employees' commitment to BRAC International's 15 policies under the code of conduct, particularly in regards to child protection and gender equality.

To promote a high-performance culture, the Performance Management System has cascaded down to all employees, from country management to field staff; with clear guidelines provided for a more focused performance management, discussing performance-related rewards and developing low performers through a new improvement process. Employees have become more attuned to Key Performance Indicators based achievements and rewards are linked to both performance and demonstration of BRAC values in the workplace.

To streamline human resource operations, Enterprise Resource Planning software is in the final stages of development and will be implemented in the first quarter of 2016. Updated records of local and expatriate staff are maintained to ensure smoother local and international transfers, contract renewals and leave management. Measures have been taken to bring more structure to existing processes like discipline and exit management and staff motivation schemes, like higher study nominations.

HRD is responsible for building capacity and professional development of its staff and programme participants, as well as employees from national and international organisations within the country. Continuous training on specific programme activities as well as orientation, ownership and accountability building training for staff motivation and capability ensured throughout the organisation.

With the vision of streamlining staff development activities, BRAC International HRD organised BRAC's first ever Inclusion and Diversity Campaign (IDMC) to promote a culture of diversity, inclusion, gender sensitivity and BRAC values among its workforce. In October 2015, 16 employees from 10 operating countries participated in a 20-day Training of Trainers (ToT) workshop at BRAC headquarters in Dhaka.

Among the participants, two staff from BRAC South Sudan received training on four modules: BRAC values, inclusion and diversity, gender awareness and People Leadership Programme (PLP). They will develop a further pool of trainers who will execute this mandatory training throughout the country in 2016 to promote the 'One BRAC' culture. In addition to classroom-based training, the trainers also visited BRAC's field operations in Bangladesh and met the chairperson and BRAC International's senior management.

The HRD played a key role in ensuring staff safety during this troubled year when conflict was rampant across the country. Emergency measures were promptly taken to evacuate staff to a neighbouring country when the situation worsened. A new emergency response coordination department was established, with an emergency response coordinator being part of the wider network of BRAC International's emergency response team. In addition, the country management team has finalised a crisis management and evacuation plan and procedure manual with support from BRAC International headquarters.

In 2015, one female employee received the prestigious BRAC values award for her outstanding display of ethics and professionalism, after a rigorous screening of nominations from the entire BRAC workforce.

ADMINISTRATION DEPARTMENT

The department role is to manage administrative functions for BRAC, South Sudan, i.e., procure goods, equipment and related services in order to deliver programme requirements within the right time, quantity, quality and place. The department strives to achieve the best value for money, including logistics service, vehicle management, and administrative function for day-to-day office operations to meet with the overall BRAC objectives.

The department is exploring resources for better output and use of direct supply line to field offices by using reliable vendors, eliminating the costs and challenges of transportation, delivery, handling, and logistics. This is vital for delivering programme materials in some of the most challenging and remote locations in South Sudan. The department is expanding communication and security management activities in BRAC offices, including field support; other stakeholders and organisations keep security information updated on changes and country situations.

INFORMATION TECHNOLOGY DEPARTMENT

The Information Technology (IT) department aims to provide an effective and efficient IT infrastructure to meet current and future operational needs for the organisation. The department is mandated to provide need-based IT solutions to both development programmes and support departments. Solutions ranging from software to hardware such as the enterprise resource planning, maintenance and support for configuring VSAT, wimax technology, local network, other IT infrastructure, staff capacity building are undertaken by the department.

MONITORING DEPARTMENT

The monitoring department is responsible for overall implementation, management and monitoring of project progress against planned activities. It is responsible for reporting on programme progress and quality of inputs delivered, with the objective of facilitating better project implementation and achieving greater impact.

The monitoring department ensures transparency and accountability. It conducts periodic analysis using selected indicators. It is a part of BRAC's internal control mechanism, to enable managers to determine whether key activities are being carried out as planned and having the expected impact on the target population.

The monitoring department is independent from the programmes in order to generate greater insight using specific indicators. Based on specific criteria, the monitoring department selects issues to monitor on a priority basis. This department also investigates different kinds of grievances related to BRAC's stakeholders in South Sudan, including issues related to the management, donor, staff and others as per the requirement of the programme and management.

Currently, three staff are working in the monitoring department.

GOVERNANCE

BRAC SOUTH SUDAN

LOCAL BOARD MEMBERS

Dr A M R Chowdhury
Mr Faruque Ahmed
Mr Shib Narayan Kairy

COUNTRY ADVISORY COMMITTEE MEMBERS

Dr Christopher M Kenyi
Margaret Ayite Milyan
Nhial Bol Aken

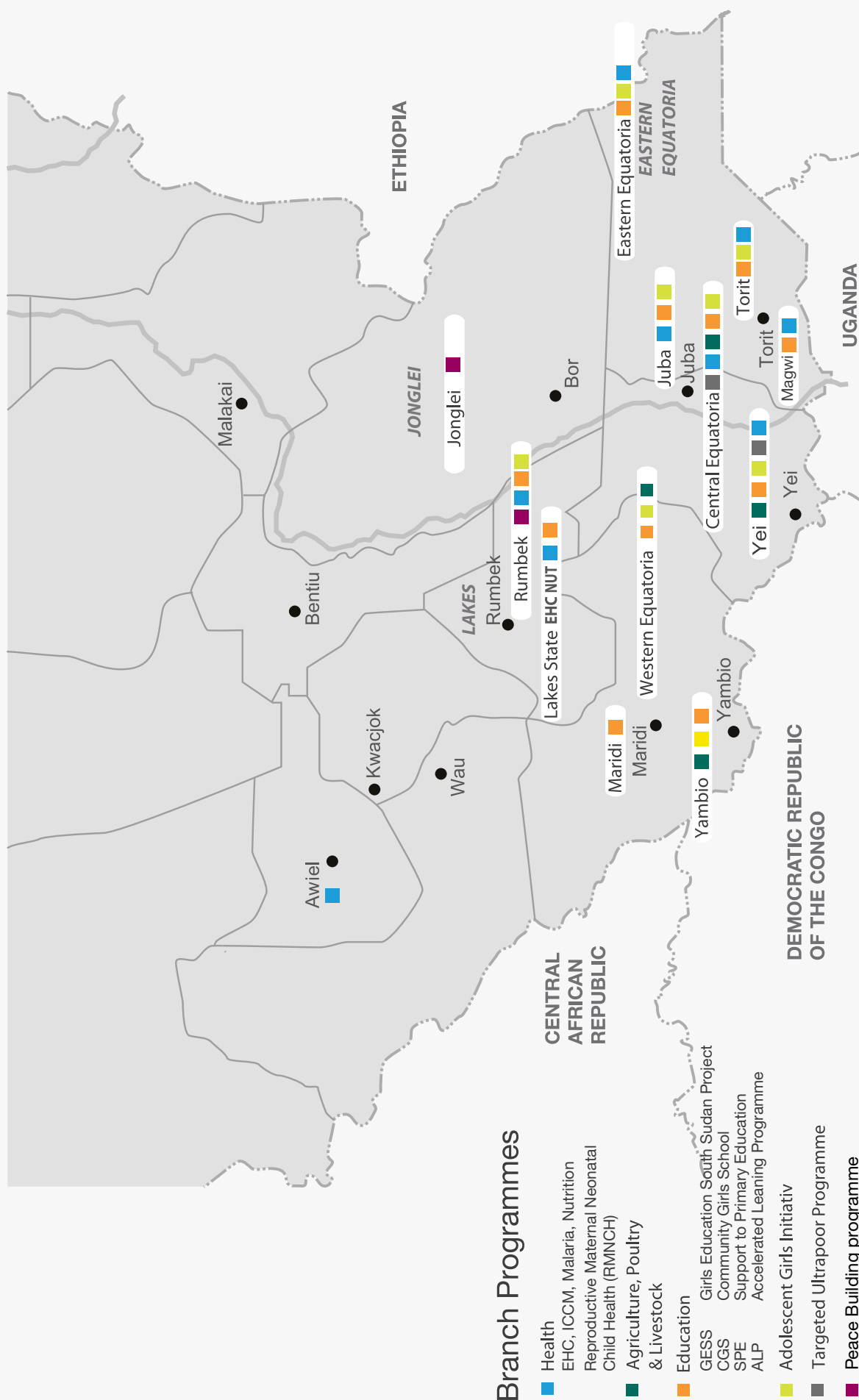
MANAGEMENT

Rezaul Karim • Country Representative, BRAC South Sudan
M M Habibur Rahman • Senior Programme Manager, Health and Nutrition
Mohammed Zahidur Rahman • Programme Manager, Livelihood
Parven Akhter Khanam • Programme Manager, Education
Md Ariful Alam • Country Head, Finance and Accounts
Md Shahid Uddin • Country Head, Internal Audit
ABM Monimul Islam • ERP and Capacity Building Lead
Innocent Eustace • Manager, Administration and Services
SK Tariquzzaman • Research Associate

DEVELOPMENT PARTNERS

We are grateful to our development partners for their continued support for our work:





BRAC ACROSS THE WORLD

USA

Initiated: 2007

An independent charity to raise profile and funds for BRAC globally

UK

Initiated: 2006

An independent charity to raise profile and funds for BRAC globally

SIERRA LEONE

Initiated: 2008

Programme Focus:
MF, EHC, Ag, P&L, HRLE, ELA and FSN

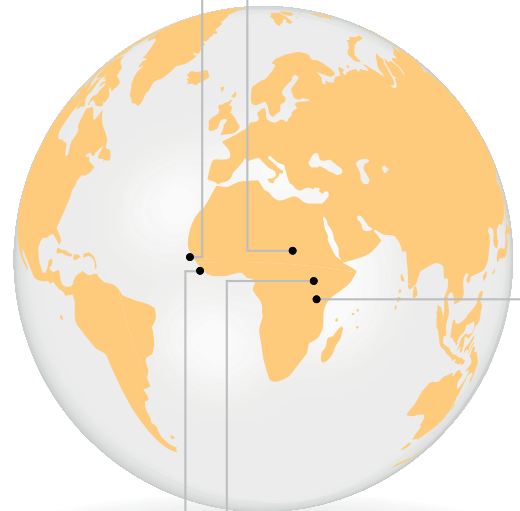
Population reached:
1.5 million

SOUTH SUDAN

Initiated: 2007

Programme Focus:
Ag, BEP, ELA, EHC, NP, PB, TB and TUP

Population reached:
1.5 million



HAITI

Initiated: 2010

Programme Focus:
BLBC

NETHERLANDS

Initiated: 2009

BRAC International registered as a charity (Stichting)

LIBERIA

Initiated: 2008

Programme Focus:
MF, SEP, Ag, P&L, EHC and ELA

Population reached:
0.7 million

UGANDA

Initiated: 2006

Programme Focus:
MF, SEP, BEP, SP, EHC, Ag, P&L, ELA, PB and KI

Population reached:
4.4 million

TANZANIA

Initiated: 2006

Programme Focus:
MF, SEP, Ag, P&L, BEP, LEAD and ELA

Population reached:
3.38 million

AFSP - Agriculture and Food Security Programme Ag - Agriculture Programme ARCs - Adolescent Reading Centres
DECC - Disaster, Environment and Climate Change EHC - Essential Health Care ELA - Empowerment and Livelihood for Adolescents FSN - Food Security and Nutrition
HRLS - Human Rights and Legal Aid Services IDP - Integrated Development Programme KI - Karamoja Initiative LEAD - Livelihood Enhancement through Agriculture Development
PB - Peace Building P&L - Poultry and Livestock RS - Road Safety SEP - Small Enterprise Programme SP - Scholarship Programme

AFGHANISTAN

Initiated: 2002

Programme Focus:

MF, SEP, BEP, ARCs, EHC, CDP, NSP and TUP

Population reached:

4.65 million

PAKISTAN

Initiated: 2007

Programme Focus:

MF, SEP, BEP, TUP, EHC, and Ag

Population reached:

0.7 million

NEPAL

Initiated : 2015

Programme Focus:

Rehabilitation Programme

Population reached

32,630 persons



MYANMAR

Initiated: 2013

Programme Focus:

MF

Population reached:

0.0326 million

PHILIPPINES

Initiated: 2012

Programme Focus:

BEP

Population reached:

0.06 million



BANGLADESH

Initiated: 1972

Programme Focus:

MF, BEP, HNPP, TUP, IDP, WASH, HRLS, CEP, AFSP, DECC, GJD, RS, MGP and Enterprises

Population reached:

120 million

BEP - BRAC Education Programme **BLBC** - BRAC Limb and Brace Centre **CDP** - Capacity Development Programme **CEP** - Community Empowerment Programme
GJD - Gender Justice and Diversity **HNPP** - Health, Nutrition and Population Programme **HRLE** - Human Rights and Legal Empowerment
MF - Microfinance **MGP** - Migration Programme **MLP** - Malaria Programme **NP** - Nutrition Programme **NSP** - National Solidarity Programme
TB - Tuberculosis Control **TUP** - Targeting the Ultra Poor **WASH** - Water, Sanitation and Hygiene

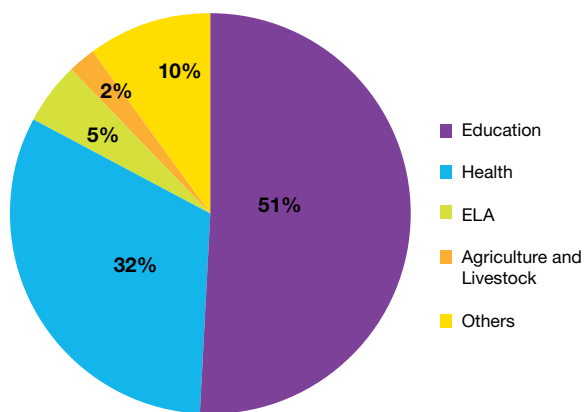
FINANCIALS

BRAC South Sudan completed year 2015 with grants received amounting to USD 8,214,243 as against USD 4,679,374 in 2014. Total Project expenses for the year were USD 8,311,933 (USD 4,508,123 in 2014). Out of the total expenses majority is expensed in Education Program funded by DFID and USAID. All most 90 % of total expenditure is being used for direct program implementation with only 10% as admin expenses.

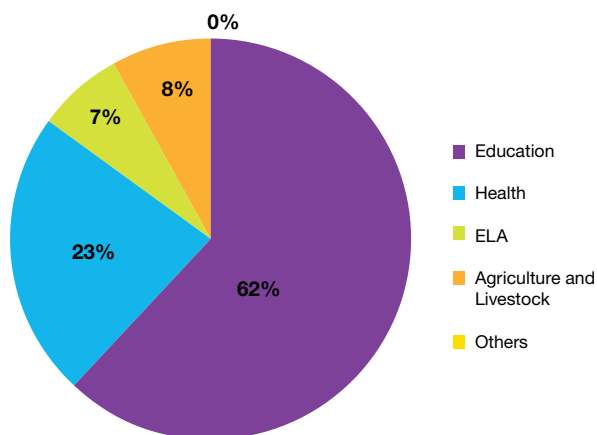
Programme Cost by Nature of Programme

Programs	In USD		In USD	
	2015	%	2014	%
Education	4,225,531	51%	1,874,703	42%
Health	2,668,599	32%	1,492,956	33%
ELA	425,311	5%	232,020	5%
Agriculture and Livestock	195,218	2%	205,046	5%
Others	797,274	10%	703,398	16%
Total	8,311,933	100%	4,508,123	100%

Year 2015



Year 2014

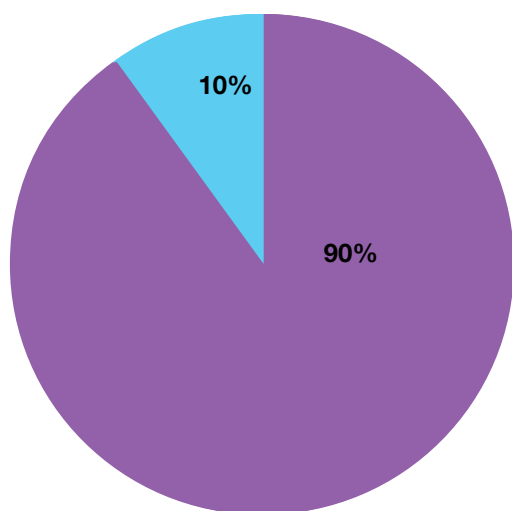


FINANCIALS

Programme Cost by Nature of Expenses

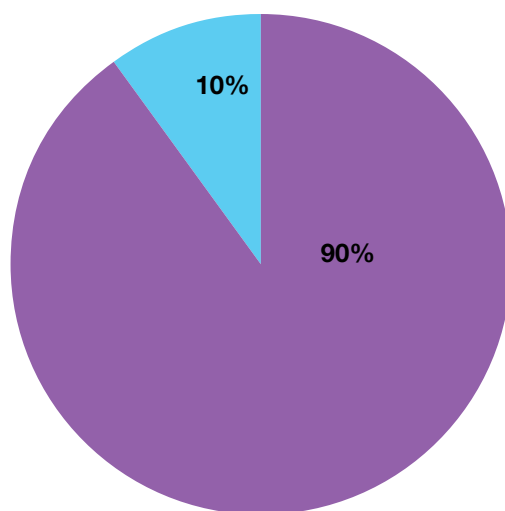
Expenses	In USD			
	2015	%	2014	%
Programme expenses	7,456,650	90%	4,064,961	90%
Admin expenses	855,283	10%	443,162	10%
Total	8,311,933	100%	4,508,123	100%

Pie Chart (Programme-wise) 2015



■ Programme expenses
■ Admin expenses

Pie Chart (Programme-wise) 2014



■ Programme expenses
■ Admin expenses

Performance Review

Income Statement	Year 2015	Year 2014	Year 2013	Year 2012	Year 2011
	USD	USD	USD	USD	USD
Grant income	7,732,752	4,100,213	3,798,641	3,607,816	3,051,631
Other income/ (expenses)	(1,211,359)	2,165,642	193,016	229,454	570,020
Programme expenses	7,456,650	4,064,961	3,805,804	4,359,071	3,811,484
Admin expenses	855,283	443,162	372,804	448,828	451,132

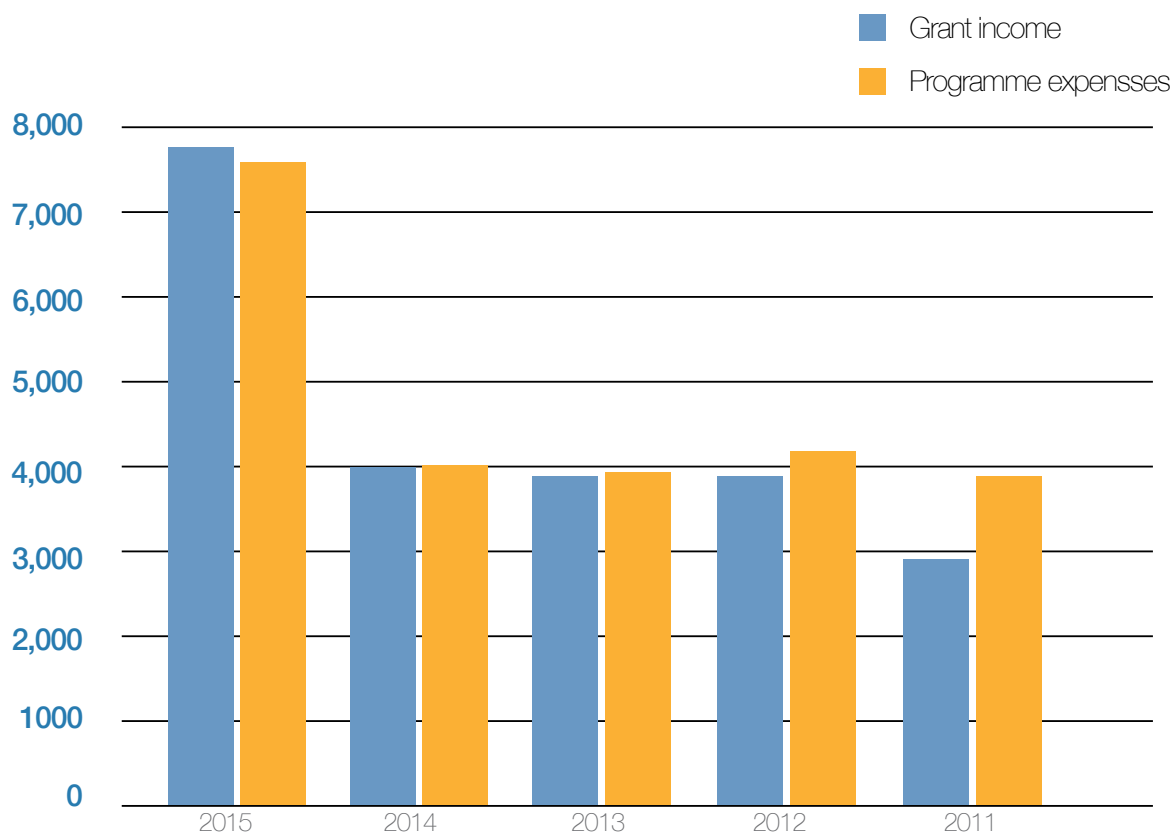
FINANCIALS

Performance Review

Financial Position	Year 2014	Year 2013	Year 2012	Year 2011	Year 2010
	USD	USD	USD	USD	USD
Equity and grants	2,408,170	2,203,212	371,154	147,383	851,715
Cash and bank	4,561,950	5,384,878	5,391,505	5,828,183	3,947,413

Operational Statement	Year 2015	Year 2014	Year 2013	Year 2012	Year 2011
No. of projects	23	21	19	18	17

Last five years Grant used as income vs. Program expenses(In'000 USD)



BRAC SOUTH SUDAN
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015

BRAC SOUTH SUDAN

Statement of Directors' Responsibilities

For the year ended 31 December 2015

It is the responsibility of the Directors of the Organisation to prepare the financial statements for each financial year which give a true and fair view of the state of affairs of the Organisation as at the end of the financial year and of the operating results of the Organisation for that year. The Directors of the Organisation are also required to ensure that the Organisation keeps proper accounting records which disclose with reasonable accuracy at any time the financial position of the Organisation. They are also responsible for safeguarding the assets of the Organisation.

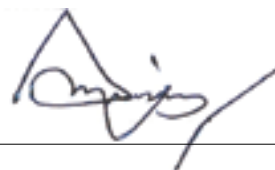
The Directors of the Organisation are responsible for the preparation of financial statements that give a true and fair view in accordance with International Financial Reporting Standards, and for such internal controls as the Directors of the Organisation determine are necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

The Directors of the Organisation accept responsibility for the annual financial statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgments and estimates, in conformity with International Financial Reporting Standards. The Directors of the Organisation are of the opinion that the financial statements give a true and fair view of the state of the financial affairs of the Organisation and of its operating results. The Directors of the Organisation further accept responsibility for the maintenance of accounting records which may be relied upon in the preparation of financial statements, as well as adequate systems of internal financial control.

Nothing has come to the attention of the Directors of the Organisation to indicate that the Organisation will not remain a going concern for at least the next twelve months from the date of this statement.



Director



Director

03-05-2016



REPORT OF THE INDEPENDENT AUDITOR TO THE MEMBERS OF BRAC SOUTH SUDAN

Report on the financial statements

We have audited the accompanying financial statements of BRAC South Sudan (the "Organization"), set out on pages 4 to 34 which comprise the statement of financial position as at 31 December 2015, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory notes.

Directors' Responsibility for the Financial Statements

The directors are responsible for the preparation and presentation of financial statements that give a true and fair view in accordance with International Financial Reporting Standards, and for such internal control as directors determine necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform our audit to obtain reasonable assurance that the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal control relevant to the Organization's preparation of financial statements that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the accompanying financial statements give a true and fair view of the state of financial affairs of the Organization as at 31 December 2015 and of its deficit and cash flows for the year then ended in accordance with International Financial Reporting Standards.

The engagement Partner responsible for the audit resulting in this independent auditor's report is CPA Stephen Ochieng' Norbert's - P/1819.

Certified Public Accountants
PwC Tower, Westlands
Nairobi

9 May 2016

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P O Box 43963 – 00100 Nairobi, Kenya
T: +254 (20)285 5000 F: +254 (20)285 5001 www.pwc.com/ke*

Partners: A Eriksson K Muchiri M Mugasa F Muriu P Ngahu A Njeru R Njoroge B Okundi K Seli R Shari

BRAC SOUTH SUDAN
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015

STATEMENT OF COMPREHENSIVE INCOME

For the year 31 December 2015


	Notes	Control SSP	SDP SSP	2015 SSP	2014 SSP	2015 USD	2014 USD
Interest income	5	16,720	-	16,720	2,254	5,668	764
Grant income	6	118,667	31,907,897	32,026,564	12,095,628	7,732,752	4,100,213
Total operating income		135,387	31,907,897	32,043,284	12,097,882	7,738,420	4,100,977
Impairment losses on loans	11.1	-	-	-	(2,732)	-	(926)
Operating income after impairment charges		135,387	31,907,897	32,043,284	12,095,150	7,738,420	4,100,051
Other expenses / income	7	(27,249,468)	-	(27,249,468)	6,386,391	(1,211,359)	2,164,878
Staff costs and other benefits	8	(616,129)	(11,711,906)	(12,328,035)	(4,658,238)	(3,399,727)	(1,579,064)
Other general & administrative expenses	9	(1,900,401)	(20,195,991)	(22,096,392)	(8,637,993)	(4,912,207)	(2,928,133)
Total expenditure		(29,765,998)	(31,907,897)	(61,673,895)	(6,909,840)	(9,523,293)	(2,342,319)
(Deficit)/surplus for the year		(29,630,611)	-	(29,630,611)	5,185,310	(1,784,873)	1,757,732
Total comprehensive (loss)/Surplus		(29,630,611)	-	(29,630,611)	5,185,310	(1,784,873)	1,757,732

BRAC SOUTH SUDAN
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015

STATEMENT OF FINANCIAL POSITION
At 31 December 2015

	Notes	Control SSP	SDP SSP	2015 SSP	2014 SSP	2015 USD	2014 USD
ASSETS							
Non-current assets							
Property plant and equipment	10	23,557	1,903,705	1,927,262	1,407,684	599,577	477,181
		23,557	1,903,705	1,927,262	1,407,684	599,577	477,181
Current assets							
Receivables and other current assets	11	1,966,538	22,105,901	24,072,439	1,728,707	1,448,402	586,002
Short term deposits at amortized cost	12	102,905	-	102,905	102,905	6,192	34,883
Cash and cash equivalents	13	50,620,592	25,199,017	75,819,609	15,885,391	4,561,950	5,384,878
		52,690,035	47,304,918	99,994,953	17,717,003	6,016,543	6,005,764
TOTAL ASSETS		52,713,592	49,208,623	101,922,215	19,124,687	6,616,120	6,482,945
LIABILITIES AND CAPITAL FUND							
Capital fund							
BRAC contribution	14	28,254,000	-	28,254,000	5,015,000	1,700,000	1,700,000
Retained earnings		(34,140,018)	-	(34,140,018)	(4,509,407)	(3,313,485)	(1,528,613)
Translation reserve						1,339,054	
Total capital fund		(5,886,018)	-	(5,886,018)	505,593	(274,431)	171,387
Liabilities							
Non-current liabilities							
Term loan at amortized cost	15	23,322,148	-	23,322,148	4,139,610	1,403,258	1,403,258
		23,322,148	-	23,322,148	4,139,610	1,403,258	1,403,258
Current liabilities							
Loan security fund	16	-	-	-	23,972	-	8,126
Other liabilities	17	1,236,557	5,743,072	6,979,629	2,102,472	419,954	712,702
Donor Grants	18	256,450	37,615,654	37,872,104	5,993,883	2,682,601	2,031,825
Related party payable	19(b)	33,784,455	5,849,897	39,634,351	6,359,157	2,384,738	2,155,646
		35,277,461	49,208,623	84,486,085	14,479,484	5,487,293	4,908,300
Total liabilities		58,599,609	49,208,623	107,808,233	18,619,094	6,890,551	6,311,557
Total liabilities and capital fund		52,713,592	49,208,623	101,922,215	19,124,687	6,616,120	6,482,945

The financial statements on pages 4 to 34 were approved for issue by the board of directors on 05-05-2016 and signed on its behalf by:



Director



Director

BRAC SOUTH SUDAN
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015

STATEMENT OF CHANGES IN EQUITY

	Retained Earnings SSP	BRAC Contribution SSP	Total Capital Fund USD	Total Capital Fund USD
At 1 January 2014	(9,694,717)	5,015,000	(4,679,717)	(1,586,345)
Total comprehensive gain for the year (Control)	5,185,310	-	5,185,310	1,757,732
At 31 December 2014	(4,509,407)	5,015,000	505,593	171,387
At 1 January 2015	(4,509,407)	5,015,000	505,593	171,387
Loss for the year	(29,630,611)	-	(29,630,611)	(1,784,873)
Translation gain in the BRAC contribution	-	23,239,000	23,239,000	-
Translation reserve	-	-	-	1,339,054
At 31 December 2015	(34,140,018)	28,254,000	(5,886,018)	(274,431)

BRAC SOUTH SUDAN
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015

STATEMENT OF CASH FLOWS

For the year ended 31 December 2015

	Notes	2015 SSP	2014 SSP	2015 USD	2014 USD
Cash flow from operating activities	20	18,502,432	1,119,444	1,210,840	379,473
Cash flow from investing activities					
Acquisition of fixed assets	10	(1,335,266)	(564,324)	(271,095)	(191,296)
Asset write off		345,514	-	20,789	-
Interest on short term deposits	4	-	(2,254)	-	(764)
Net cash flow from investing activities		(989,752)	(566,578)	(250,306)	(192,060)
Cash flow from financing activities					
Translation gain in the term loan	15	19,182,538	(572,415)	-	(194,039)
Translation gain in BRAC contribution		23,239,000	-	-	-
Net cash flow from financing activities		42,421,538	(572,415)	-	(194,039)
Net increase/(decrease) in cash and cash equivalents		59,934,218	(19,549)	960,534	(6,627)
Cash and cash equivalents at beginning of the year		15,885,391	15,904,940	5,384,878	5,391,505
Currency translation	21	-	-	(1,783,462)	-
Cash and cash equivalents at end of the year	13	75,819,609	15,885,391	4,561,950	5,384,878

BRAC SOUTH SUDAN
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015

Notes

1 General information

BRAC South Sudan, an international private development organization was incorporated on 8th November 2006 under the Non-Governmental Organizations Act, 2003 and registered under the Ministry of Internal Affairs, the Republic of South Sudan with a view to participating in the development activities by adapting an environmental friendly sustainable development approach through high-impact education, health, agriculture and employment and income generation activities for the poor especially for the women and children.

The organization operates two (2) components namely Control and the Social Development Program.

Social Development Programme (SDP)

This is in relation to donor funded activities. Balances under this section are subject to donor-imposed restrictions. The restrictions are satisfied either by the passage of time and/or by actions of BRAC.

Control

Balances that are not subject to any donor-imposed restrictions or which arise from internally generated funding activities.

2 Summary of significant accounting policies

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented, unless otherwise stated.

(a) Basis of preparation

The financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS"). The measurement basis applied is the historical cost basis.

The preparation of financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires the directors to exercise judgement in the process of applying the organization's accounting policies. The areas involving a higher degree of judgement or complexity, or where assumptions and estimates are significant to the financial statements, are disclosed in Note 2.

Changes in accounting policy and disclosures

(i) New and amended standards adopted by the organization

The following standards have been adopted by the organization for the first time for the financial year beginning on or after 1 January 2015 and have a material impact on the organization:

Amendment to IAS 32, 'Financial instruments: Presentation' on offsetting financial assets and financial liabilities. This amendment clarifies that the right of set-off must not be contingent on a future event. It must also be legally enforceable for all counterparties in the normal course of business, as well as in the event of default, insolvency or bankruptcy. The amendment also considers settlement mechanisms. The amendment did not have a significant effect on the organization's financial statements.

Amendments to IAS 36, 'Impairment of assets', on the recoverable amount disclosures for non-financial assets. This amendment removed certain disclosures of the recoverable amount of CGUs which had been included in IAS 36 by the issue of IFRS 13.

BRAC SOUTH SUDAN
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015

Notes (continued)

2 Summary of significant accounting policies (continued)

(a) Basis of preparation (continued)

Changes in accounting policy and disclosures (continued)

(i) New and amended standards adopted by the organization (continued)

Amendment to IAS 39, 'Financial instruments: Recognition and measurement' on the novation of derivatives and the continuation of hedge accounting. This amendment considers legislative changes to 'over-the-counter' derivatives and the establishment of central counterparties. Under IAS 39 novation of derivatives to central counterparties would result in discontinuance of hedge accounting. The amendment provides relief from discontinuing hedge accounting when novation of a hedging instrument meets specified criteria. The organization has applied the amendment and there has been no significant impact on the organization financial statements as a result.

IFRIC 21, 'Levies', sets out the accounting for an obligation to pay a levy if that liability is within the scope of IAS 37 'Provisions'. The interpretation addresses what the obligating event is that gives rise to pay a levy and when a liability should be recognised. The organization is not currently subjected to significant levies so the impact on the organization is not material.

Other standards, amendments and interpretations which are effective for the financial year beginning on 1 January 2015 are not material to the organization.

(ii) New standards and interpretations not yet adopted

A number of new standards and amendments to standards and interpretations are effective for annual periods beginning after 1 January 2015, and have not been applied in preparing these financial statement. None of these is expected to have a significant effect on the financial statements of the organization, except the following set out below:

IFRS 9, 'Financial instruments', addresses the classification, measurement and recognition of financial assets and financial liabilities. The complete version of IFRS 9 was issued in July 2014. It replaces the guidance in IAS 39 that relates to the classification and measurement of financial instruments. IFRS 9 retains but simplifies the mixed measurement model and establishes three primary measurement categories for financial assets: amortised cost, fair value through OCI and fair value through P&L. The basis of classification depends on the entity's business model and the contractual cash flow characteristics of the financial asset. Investments in equity instruments are required to be measured at fair value through profit or loss with the irrevocable option at inception to present changes in fair value in OCI not recycling. There is now a new expected credit losses model that replaces the incurred loss impairment model used in IAS 39. For financial liabilities there were no changes to classification and measurement except for the recognition of changes in own credit risk in other comprehensive income, for liabilities designated at fair value through profit or loss. IFRS 9 relaxes the requirements for hedge effectiveness by replacing the bright line hedge effectiveness tests. It requires an economic relationship between the hedged item and hedging instrument and for the 'hedged ratio' to be the same as the one management actually use for risk management purposes. Contemporaneous documentation is still required but is different to that currently prepared under IAS 39. The standard is effective for accounting periods beginning on or after 1 January 2018. Early adoption is permitted. The organization is yet to assess IFRS 9's full impact.

IFRS 15, 'Revenue from contracts with customers' deals with revenue recognition and establishes principles for reporting useful information to users of financial statements about the nature, amount, timing and uncertainty of revenue and cash flows arising from an entity's contracts with customers. Revenue is recognised when a customer obtains control of a good or service and thus has the ability to direct the use and obtain the benefits from the good or service. The standard replaces IAS 18 'Revenue' and IAS 11 'Construction contracts' and related interpretations. The standard is effective for annual periods beginning on or after 1 January 2017 and earlier application is permitted. The organization is assessing the impact of IFRS 15.

There are no other IFRSs or IFRIC interpretations that are not yet effective that would be expected to have a material impact on the organization.

BRAC SOUTH SUDAN
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015

Notes (continued)

2 Summary of significant accounting policies (continued)

(b) Foreign currency translation

(i) Functional and presentation currency

Items included in the financial statements are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The financial statements are presented in South Sudanese Pounds (SSP) which is the organization's functional currency.

The financial statements include figures, which have been translated from South Sudanese Pounds (SSP) to United States Dollars (USD) at the yearend rate of USD 1: SSP 16.62. Any Transaction before 15th December 2015 USD 1: SSP 2.95 and After 15th December 2015 USD 1: SSP 16.62. These figures in United States Dollars (USD) are for memorandum purposes only and do not form part of the audited financial statements.

(ii) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuations where items are re-measured. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss.

Foreign exchange gains and losses that relate to borrowings and cash and cash equivalents are presented in profit or loss. All other foreign exchange gains and losses are presented in profit or loss within 'other income or expenses'.

(c) Income recognition

Income is measured at the fair value of the consideration received or receivable.

The organization recognises income when the amount of income can be reliably measured, it is probable that future economic benefits will flow to the organization and when specific criteria have been met for each of the organization's activities as described below. The organization bases its estimates on historical results, taking into consideration the type of donor, the type of transaction and the specifics of each arrangement.

Income is recognised as follows:

Service charge on loans and advances to customers

Service charge on loans and advances to customers are recognized in the statement of comprehensive income using the effective interest rate method (EIR). EIR is a method to calculate the amortized cost of a financial asset and to allocate the interest income over the relevant period.

The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the financial instrument or, when appropriate, a shorter period to the net carrying amount of the financial asset.

When calculating the effective interest rate, BRAC estimates cash flows considering all contractual terms of the financial instrument but does not consider future credit losses.

Membership fees and other charges

Membership fees and other charges are recognized on an accrual basis when the service has been provided.

Other income

Other income comprises gains less losses related to trading assets and liabilities, and includes gains from disposal of BRAC assets and all realized and unrealized foreign exchange differences and grant income.

Donor grants

All donor grants received are initially recognized as deferred income at fair value and recorded as liabilities.

Donor grants are recognized if there is reasonable assurance that the grant will be received and all attached conditions will be complied with. When the grant relates to an expense item, it is recognized as income over the period necessary to match the grant on a systematic basis to the costs that it is intended to compensate. When the grant relates to an asset, it is recognized as deferred income and released to income in equal amounts over the expected useful life of the related asset.

BRAC SOUTH SUDAN
FINANCIAL STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2015

Notes (continued)

2 Summary of significant accounting policies (continued)

d) Property, plant and equipment

Land and buildings, plant and equipment, other fixed operating assets, tangible fixed assets in production and prepayments on tangible fixed assets are stated at cost of acquisition or manufacture, less accumulated depreciation.

The cost of self-constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the asset to a working condition for its intended use, such as production cost, production overhead cost and interest paid to third parties during the period of construction or manufacturing.

Government grants are deducted from the cost price of the assets to which the grants relate.

Depreciation is recognized in profit or loss on a straight-line basis over the estimated useful lives of each item of the tangible fixed assets. Land, tangible fixed assets in production and prepayments on tangible fixed assets are not depreciated.

The following rates of depreciation are applied:

- Equipment : 15 - 33%
- Vehicles : 20%
- Other : 10%

Maintenance expenditure is only capitalized when the maintenance extends the useful life of the asset.

Tangible fixed assets, for which the organization possesses the economic ownership under a financial lease, are capitalized. The obligation arising from the financial lease contract is recognized as a liability. The interest included in the future lease instalments is charged to the statement of income and expenses during the term of the finance lease contract.

(e) Financial assets

(i) Classification

All financial assets of the organization are classified as loans and receivables, based on the purpose for which the financial assets were acquired. The directors determine the classification of the financial assets at initial recognition.

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the end of the reporting period. These are classified as non-current assets.

(ii) Recognition and measurement

Regular purchases and sales of financial assets are recognised on the trade-date – the date on which the organization commits to purchase or sell the asset. Loans and receivables are initially recognised at fair value plus transaction costs and subsequently carried at amortised cost using the effective interest method.

(iii) Offsetting financial instruments

Financial assets and liabilities are offset and the net amount reported in the statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously.

(iv) Impairment

(A) Assets carried at amortised cost

The organization assesses at the end of each reporting period whether there is objective evidence that a financial asset or organization of financial assets

BRAC SOUTH SUDAN
FINANCIAL STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2015

Notes (continued)

2 Summary of significant accounting policies (continued)

(A) Assets carried at amortised cost (continued)

is impaired. A financial asset or a organization of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or organization of financial assets that can be reliably estimated.

Evidence of impairment may include indications that the debtors or a organization of debtors is experiencing significant financial difficulty, default or delinquency in interest or principal payments, the probability that they will enter bankruptcy or other financial reorganisation, and where observable data indicate that there is a measurable decrease in the estimated future cash flows, such as changes in arrears or economic conditions that correlate with defaults.

The amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced and the amount of the loss is recognised in profit or loss. If a loan has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised (such as an improvement in the debtor's credit rating), the reversal of the previously recognised impairment loss is recognised in profit or loss.

(B) Assets classified as available for sale

The organization assesses at the end of each reporting period whether there is objective evidence that a financial asset or a organization of financial assets is impaired.

For debt securities, if any such evidence exists the cumulative loss – measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in profit or loss – is removed from equity and recognised in profit or loss. If, in a subsequent period, the fair value of a debt instrument classified as available for sale increases and the increase can be objectively related to an event occurring after the impairment loss was recognised in profit or loss, the impairment loss is reversed through the income statement.

For equity investments, a significant or prolonged decline in the fair value of the security below its cost is also evidence that the assets are impaired. If any such evidence exists the cumulative loss – measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in profit or loss – is removed from equity and recognised in profit or loss. Impairment losses recognised in the income statement on equity instruments are not reversed through the income statement.

(f) Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short term highly liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

(g) Loans and advances to customers

These are stated net of allowance for impairment losses on loans and advances to customers. Loan and advances are recorded at fair value of the consideration provided to customers.

Management regularly assesses the adequacy of the allowance for impairment based on the age of the loan portfolio. At each month-end BRAC calculates the required provision for loan losses based on a loan classification and provisioning methodology which is shown below and any adjustments, if required, are made and accounted for in the financial statements for the year.

BRAC SOUTH SUDAN
FINANCIAL STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2015

Notes (continued)

2 Summary of significant accounting policies (continued)

(g) Loans and advances to customers (continued)

Days in arrears	Provision required
No arrears	2-5%
1-30	5%
31-180	20%
181-350	75%
>350	100%

Loans within the maturity period are considered 'Current loans'. Loans which remain outstanding after the expiry of their maturity period are considered as 'Late loans'. Late loans which remain unpaid after one year after being classified are considered as 'Non-interest bearing loans' (NIBL) and are referred to the Board for write-off.

Apart from that, any loans can be written off subject to the approval of the Board where the Board thinks that the loan is not realizable due to death, dislocation of the borrower or any other natural or humanitarian disaster that affects the livelihood of the borrowers. Subsequent recoveries are credited as income in the statement of income and expenses.

(h) Other receivables

Other receivables comprise prepayments, deposits and other recoverable which arise during the normal course of business; they are carried at original invoice amount less provision made for impairment losses. A provision for impairment of trade receivable is established when there is objective evidence that the Fund will not be able to collect all amounts due according to the original terms of receivables. The amount of the provisions is the difference between the carrying amount and the recoverable amount.

(i) Other payables

Other accounts payable are carried at cost, which is the fair value of the consideration to be paid in the future for goods and services received.

(j) Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently stated at amortised cost; any differences between proceeds (net of transaction costs) and the redemption value is recognised in profit or loss over the period of the borrowings, using the effective interest method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.

Borrowings are classified as current liabilities unless the organization has an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

BRAC SOUTH SUDAN
FINANCIAL STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2015

Notes (continued)

2 Summary of significant accounting policies (continued)

k) Offsetting financial instruments

Financial assets and liabilities are offset and the net amount reported in the balance sheet when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy of the organization or the counterpart.

Provisions are recognised when: the organization has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Restructuring provisions comprise lease termination penalties and employee termination payments. Provisions are not recognised for future operating losses.

(l) Segmental Reporting

BRAC is organized into operating segments based on projects and programs which are independently managed by the respective program managers responsible for the performance within the operating segments.

The program managers report directly to the management of BRAC who regularly review the segment results in order to assess segment performance. Additional disclosures on each of these segments are shown in note 23 BRAC provides segment information voluntarily.

3 Critical accounting estimates and judgements

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including experience of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

The organization makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

Useful lives of equipment

The organization determines the estimated useful lives and related depreciation charges for its equipment. This estimate is based on projected product lifecycles for its high-tech segment. It could change significantly as a result of technical innovations and competitor actions in response to severe industry cycles. Management will increase the depreciation charge where useful lives are less than previously estimated lives, or it will write-off or write-down technically obsolete or non-strategic assets that have been abandoned or sold.

4 Financial risk management objectives and policies

The organization's activities expose it to a variety of financial risks: market risk (including foreign exchange risk and interest rate risk), credit risk and liquidity risk. The organization's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on its financial performance. The organization does not hedge any of its risk exposures.

Financial risk management is carried out by the finance department under policies approved by the Board of Directors. The board provides written principles for overall risk management, as well as written policies covering specific areas such as foreign exchange risk, interest rate risk, credit risk and investment of excess liquidity.

BRAC SOUTH SUDAN
FINANCIAL STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2015

Notes (continued)

4 Financial risk management objectives and policies (continued)

Market risk

(i) Foreign exchange risk

(i) Foreign exchange risk

The organization receives grants from donors in foreign currency and is exposed to foreign exchange risk arising from various currency exposures, primarily with respect to the US dollar. Foreign exchange risk arises from future commercial transactions, and recognised assets and liabilities. Management's policy to manage foreign exchange risk is to hold foreign currency bank accounts which act as a natural hedge for payments denominated in foreign currencies.

(ii) Price risk

The organization does not hold any financial instruments subject to price risk.

(iii) Interest rate risk

The organization's interest rate risk arises from long-term borrowings. Borrowings issued at variable rates expose the organization to cash flow interest rate risk which is partially offset by cash held at variable rates. The organization regularly monitors financing options available to ensure optimum interest rates are obtained. However as the organisation does not pay any interest on its borrowings its interest rate is NIL.

Credit risk

Credit risk arises from cash and cash equivalents and deposits with banks and financial institutions as well as credit exposures to customers, including outstanding receivables and committed transactions. Credit risk is the risk that a counterparty will default on its contractual obligations resulting in financial loss to the organization.

Credit risk is managed by the finance director, except for credit risk relating to accounts receivable balances. The credit controller is responsible for managing and analysing credit risk for each new client before standard payment and delivery terms are offered. Credit risk arises from cash at bank and short term deposits with banks, as well as account receivables. The organization does not have any significant concentrations of credit risk.

For account receivables, the credit controller assesses the credit quality of the customer, taking into account its financial position, past experience and other factors. The organization does not grade the credit quality of receivables. Individual risk limits are set based on internal ratings in accordance with limits set by the board. The utilisation of credit limits is regularly monitored.

The credit quality of financial assets that are neither past due nor impaired can be assessed by reference to historical information about counterparty default rates.

Maximum exposure to credit risk

The Organization's maximum exposure to credit risk on financial assets subject to credit risk is set out in the table below:

	2015 SSP	2014 SSP
Receivables and other current assets (Note 11)	24,072,439	1,728,707
Short term deposits (Note 12)	102,905	102,90
Cash at bank (Note 13)	75,644,818	15,746,423
	<u>99,820,162</u>	<u>17,578,035</u>

BRAC SOUTH SUDAN
FINANCIAL STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2015

Notes (continued)

4 Financial risk management objectives and policies (continued)

Liquidity risk

Liquidity risk is the risk that the organisation will not be able to meet its financial obligations as they fall due. Prudent liquidity risk management includes maintaining sufficient cash balances, and the availability of funding from an adequate amount of committed credit facilities. Due to the dynamic nature of the underlying organisation's operations, the finance department maintains flexibility in funding by maintaining availability under committed credit lines.

Management monitors rolling forecasts of the organisation's liquidity reserve on the basis of expected cash flow.

The table below analyses the organisation's financial liabilities that will be settled on a net basis into relevant maturity groupings based on the remaining period at the reporting date to the contractual maturity date. The amounts disclosed in the table below are the contractual undiscounted cash flows:

	Less than 1 year SSP	Between 1 and 2 years SSP
At 31 December 2015:		
Term loan at amortized cost	-	23,322,148
Loan security fund	-	-
Other liabilities	6,979,629	-
Donor grants	37,872,104	-
Related party payable	39,634,351	-
	84,486,085	23,322,148
At 31 December 2014:		
Term loan at amortized cost	-	4,139,610
Loan security fund	23,972	-
Other liabilities	2,102,472	-
Donor grants	5,993,883	-
Related party payable	6,359,157	-
	14,479,484	4,139,610

BRAC SOUTH SUDAN
FINANCIAL STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2015
Notes (continued)

	2015 SSP	2014 SSP	2015 USD	2014 USD
5 INTEREST INCOME				
Interest income on short term deposits	16,720	2,254	5,668	764
	16,720	2,254	5,668	764
6 GRANT INCOME				
Control				
Depreciation for the period (Note 10)	118,667	118,129	37,389	40,044
Sub Total (A)	118,667	118,129	37,389	40,044
SDP				
Transferred to statement of income & Exp. (Note 18.3)	31,463,077	11,802,158	7,599,228	4,000,732
Amortization for the period (Note 10)	351,507	175,341	90,521	59,438
Write off	93,313	-	5,615	-
Sub Total (B)	31,907,897	11,977,499	7,695,363	4,060,169
Total (A+B)	32,026,564	12,095,628	7,732,752	4,100,213
7 OTHER INCOME				
Service charge on AGI Loan	-	3,630	-	1,231
Loan Security fund written back	23,972	230,013	1,442	7,971
Related Party payable written back	-	5,900,000	-	2,000,000
Other Income	663,072	-	39,896	-
Realised FX gain	1,535,786	209,317	520,605	70,955
Seat Rent and Sale of Seeds	-	43,431	-	14,722
7(B) Unrealized loss	(29,472,298)	-	(1,773,303)	-
Total	(27,249,468)	6,386,391	(1,211,359)	4,329,756
8 STAFF COSTS AND OTHER BENEFITS				
Salaries and Benefits-Control	616,129	387,248	288,668	131,271
Salaries and Benefits-SDP	10,723,336	4,270,990	2,779,568	1,447,793
Bonus	204,898	-	68,704	-
NSSF	768,236	-	257,554	-
Staff Insurance	15,436	-	5,233	-
Total	12,328,035	4,658,238	3,399,727	1,579,064

BRAC SOUTH SUDAN
FINANCIAL STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2015
Notes (continued)

	2015	2014	2015	2014
	SSP	SSP	USD	USD
9 OTHER GENERAL & ADMINISTRATIVE EXPENSES				
Control				
Occupancy expenses	351,745	194,354	125,123	65,883
Travel and transportation	189,432	134,286	53,756	45,521
Maintenance and general expenses	321,478	309,501	53,348	104,916
Printing and office stationery	753	26,767	3,031	9,074
Audit Fee	598,312	94,400	36,000	32,000
Depreciation	118,667	118,129	37,389	40,044
Write off	252,201	-	15,175	-
Write off looted/stolen cash	67,813	50,417	4,080	17,091
Subtotal (A)	1,900,401	927,854	327,902	314,527
SDP				
Training, workshops and seminars	3,080,220	2,096,773	834,963	710,771
Occupancy expenses	3,347,716	1,453,059	1,014,268	492,562
Travel and transportation	3,350,273	1,223,650	1,027,846	414,797
Maintenance and general expenses	890,564	373,193	169,981	126,506
Printing and office stationery	245,935	205,640	77,688	69,708
Research Cost	501,398	-	150,797	-
Audit Fee	421,116	-	43,133	-
Program supplies	6,730,345	1,735,319	985,305	588,244
HO logistics and management expenses	1,183,604	447,164	184,187	151,581
Write off	93,313	-	5,615	-
Depreciation	351,507	175,341	90,521	59,438
Subtotal (B)	20,195,991	7,710,139	4,584,305	2,613,606
Total (A+B)	22,096,392	8,637,993	4,912,207	2,928,133

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FINANCIAL STATEMENTS
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Notes (continued)

10 PROPERTY, PLANT AND EQUIPMENT

CONTROL

	Furniture SSP	Equipment SSP	Vehicle (Tractor) SSP	Motor cycle SSP	Total SSP	Total USD
Cost						
At 31 December 2014	186,664	347,938	239,847	14,451	788,900	267,424
Additions	29,171	8,198	-	12,093	49,462	16,767
Write off	(65,578)	(141,787)	(239,847)	(8,860)	(456,072)	(27,441)
AT 31 DECEMBER 2015	150,257	214,349	-	17,684	382,290	256,749
Depreciation						
At 31 December 2014	120,806	212,796	95,884	14,451	443,937	150,487
Charge for the year	49,332	50,070	17,998	1,267	118,667	37,389
Write off	(30,922)	(51,085)	(113,882)	(7,982)	(203,871)	(12,267)
As at 31 DECEMBER 2015	139,216	211,781	-	7,736	358,733	175,610
Net-AT 31 DECEMBER 2015	11,041	2,568	-	9,948	23,557	81,140
Net-At 31 December 2014	65,858	135,142	143,963	-	344,963	116,937

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FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015

Notes (continued)

10 PROPERTY, PLANT AND EQUIPMENT(continued)

	Furniture SSP	Equipment SSP	Vehicle (Tractor) SSP	Motor cycle SSP	Total SSP	Total USD
<u>SDP</u>						
Cost						
At 31 December 2014	139,599	202,574	801,871	274,019	1,418,063	480,699
Additions	65,050	783,494	151,928	285,332	1,285,804	254,328
Write off	(54,237)	(47,764)	(115,695)	(10,330)	(228,026)	(13,720)
Disposal						
Currency Translation						
AT 31 DECEMBER 2015	150,412	938,304	838,104	549,021	2,475,841	721,308
Depreciation						
At 31 December 2014	35,113	39,115	173,824	107,290	355,342	120,455
Charge for the year	19,906	80,333	173,088	78,180	351,507	90,521
Write off	(38,098)	(32,771)	(4,684)	(59,160)	(134,713)	(8,105)
Currency Translation						
AT 31 DECEMBER 2015	16,921	86,677	342,228	126,310	572,136	202,870
Net book amount:						
AT 31 DECEMBER 2015	133,491	851,627	495,876	422,711	1,903,705	518,437
At 31 December 2014	104,486	163,459	628,047	166,729	1,062,721	360,244

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Notes (continued)

	2015 SSP	2014 SSP	2015 USD	2014 USD
11 RECEIVABLES AND OTHER CURRENT ASSETS				
Control				
Related party receivable- BRAC Uganda	1,628,112	43,411	97,961	48,614
Other current assets	338,426	40,812	20,363	13,835
Sub Total (A)	1,966,538	184,223	118,324	62,448
SDP				
Grants receivable	21,963,391	1,397,452	1,321,504	473,713
Other current assets	142,510	147,032	8,575	49,841
Sub Total (B)	22,105,901	1,544,484	1,330,078	523,554
Total (A+B) Total receivable and other current assets (A+B)	24,072,439	1,728,707	1,448,402	586,002

11.1 LOANS AND ADVANCES TO CUSTOMERS

11.1(a) The movement on the loan accounts is analysed as shown below:

	Control SSP	SDP SSP	2015 SSP	2014 SSP	2015 USD	2014 USD
At 1 January	-	-	-	2,732	-	926
Loans disbursed	-	-	-	-	-	-
Less: Loans repayments	-	-	-	-	-	-
Gross advances to customers	-	-	-	2,732	-	926
Less : Write Off	-	-	-	-	-	-
Principal outstanding	-	-	-	2,732	-	926
Interest receivable	-	-	-	-	-	-
Impairment loss on loans advance	-	-	-	(2,732)	-	(926)
Net advances to customers	-	-	-	-	-	-

BRAC SOUTH SUDAN
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Notes (continued)

	2015 SSP	2014 SSP	2015 USD	2014 USD
12 SHORT TERM DEPOSIT				
Equity Bank Ltd	102,905	102,905	6,192	34,883
The movement in short term deposit is summarized below:				
At 1 January	102,905	100,651	6,192	34,119
Net movement	-	2,254	-	764
At 31 December	102,905	102,905	6,192	34,883
13 CASH AND CASH EQUIVALENTS				
Control				
Cash in hand	174,791	138,968	10,517	47,108
Cash at bank	50,445,801	11,281,872	3,035,247	3,824,363
Subtotal (A)	50,620,592	11,420,840	3,045,764	3,871,471
13 CASH AND CASH EQUIVALENTS (continued)				
SDP				
Cash in hand	-	-	-	-
Cash at bank	25,199,017	4,464,551	1,516,186	1,513,407
Subtotal (B)	25,199,017	4,464,551	1,516,186	1,513,407
Total (A+B)	75,819,609	15,885,391	4,561,950	5,384,878
14 BRAC CONTRIBUTION				
BRAC Contribution	28,254,000	5,015,000	1,700,000	1,700,000
15 TERM LOAN AT AMORTIZED COST				
Non-current portion				
BRAC Foundation	23,322,148	4,139,610	1,403,258	1,403,258
Total non-current loan	23,322,148	4,139,610	1,403,258	1,403,258

BRAC SOUTH SUDAN
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16 TERM LOAN AT AMORTIZED COST ((continued))

BRAC South Sudan obtained a loan from United Nations Capital Development Fund (UNCDF) amounting to US\$ 1,292,798 (SSP 3,193,212) on 15 November 2008. The loan was obtained to support the microfinance programme and interest was charged at 3% per annum. It was repayable in semi-annual instalments over a period of three years from the date of receipt of the fund after two years of grace period. The loan was fully repaid as at 31 December 2014.

BRAC South Sudan obtained a loan from BRAC Foundation totalling to \$3,000,000 in two instalments; US\$ 600,000 at an interest rate of 16% per annum on 1 December 2008, and a second instalment of US\$ 2,400,000 on 1 October 2010, which is interest free. The loan was obtained to support Microfinance Program in South Sudan (The Microfinance program was subsequently indefinitely suspended in 2012). The first instalment of US\$ 600,000 was due after 5 years and the second instalment of the loan was repayable within one year of disbursement. The first instalment has not been paid and the total principal and interest amounts to SSP 2,942,820 (US\$ 977,566) as at 31 December 2014. BRAC Foundation stopped charging interest on the loan in 2012. The second loan disbursed in October 2010 had been repaid to a tune of US\$ 1,994,308 and an amount of US\$ 405,692 was still outstanding as at 31 December 2014. The total outstanding balance on both loans as at 31 December 2014 was US\$ 1,403,258, this has not been repaid and there has been no renegotiation for the loan repayment. The management of BRAC Foundation will not call back any part of the loan within 1 year and therefore the whole loan has been treated as non-current from 31 December 2014. The loan is not secured.

	2015 SSP	2014 SSP	2015 USD	2014 USD
16 LOAN SECURITY FUND				
Control	-	-	-	-
Opening balance	-	230,013	-	77,969
Received during the year	-	-	-	-
Paid off /adjusted during the year	-	(230,013)	-	(77,969)
Subtotal (A)	-	-	-	-
SDP				
Opening balance	23,972	30,228	1,451	10,247
Received during the year	-	-	-	-
Paid off /adjusted during the year	(23,972)	(6,256)	(1,451)	(2,121)
Subtotal (B)	-	23,972	-	8,126
Total (A+B)	-	23,972	-	8,126
17 OTHER CURRENT LIABILITIES				
Control				
Accrual for expenses	1,038,183	353,769	62,466	119,922
Bonus provision	49,143	34,090	2,957	11,556
Social insurance	142,780	104,137	8,591	35,301
Current account in transit	311	180,021	19	61,024
Withholding tax payable	6,140	1,437	369	487
Sub Total (A)	1,236,557	673,454	74,402	228,289
SDP				
Accrual for expenses	4,719,779	704,296	283,982	238,744
Bonus provision	89,216	54,271	5,368	18,397
Social insurance	905,978	642,202	54,511	217,696
Withholding tax	28,099	28,249	1,691	9,576
Sub Total (B)	5,743,072	1,429,018	345,552	484,413
Total (A+B)	6,979,629	2,102,472	419,954	712,702

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Notes (continued)

	2015 SSP	2014 SSP	2015 USD	2014 USD
18 DONOR GRANTS				
Donor Grants -Control (Note 19.1)	256,450	375,117	15,430	127,158
Donor Grants -SDP (Note 19.2)	37,615,654	5,618,766	2,667,171	1,904,667
	37,872,104	5,993,883	2,682,601	2,031,825
18.1 Donor Grants - control				
Opening balance	375,117	493,246	127,158	167,202
Depreciation during the period (Note 11)	(118,667)	(118,129)	(37,389)	(40,044)
Currency Translation	-	-	(74,339)	-
	256,450	375,117	15,430	127,158
18.2 Donor Grants SDP				
Donor funds received in advance (Note 19.3)	35,711,949	4,556,045	2,148,733	1,544,422
Deferred income (Note 19.5)	1,903,705	1,062,721	518,437	360,244
	37,615,654	5,618,766	2,667,171	1,904,667
18.3 Donor grants received in advance SDP				
Balance as on 1st January	3,158,594	2,933,775	1,070,710	994,500
Donations received (Note 19.4)	33,955,528	13,804,153	8,214,243	4,679,374
Transferred to deferred income – investment in fixed assets (Note 11)	(1,285,804)	(554,996)	(254,328)	(188,134)
Transferred to statement of income and expenses	(31,463,077)	(11,802,158)	(7,599,228)	(4,000,732)
Paid back to Donor	(1,983,209)	(1,421,511)	(595,083)	(481,868)
Written off	(150,981)	199,331	(9,084)	67,570
Currency Translation	11,517,509	-	-	-
	13,748,558	3,158,594	827,230	1,070,710
Receivable from Donors	21,963,391	1,397,452	1,321,503	473,712
Closing balance	35,711,949	4,556,045	2,148,733	1,544,422
18.4 Donations received-SDP				
Oxfam Novib (Agriculture)	131,479	477,812	44,569	161,970
SSDP (FAO)	109,749	122,929	37,203	41,671
SMP (FAO)	17,443	73,759	5,913	25,003
Comic Relief (Education)	854,099	385,252	289,525	130,594
Stormee Foundation (Education)	253,614	375,609	85,971	127,325
GPAF (DFID)	7,054,747	2,355,776	967,514	798,568

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FOR THE YEAR ENDED 31 DECEMBER 2015

Notes (continued)	2015 SSP	2014 SSP	2015 USD	2014 USD
18.4 Donations received-SDP (continued)				
Bonga	172,292	126,015	58,404	42,717
USAID	8,702,495	-	2,247,311	-
Norad Foundation	314,128	-	106,484	-
BRAC USA (Novo-ELA)	1,588,392	-	538,438	-
RESERCH	575,250	-	195,000	-
Youth Lead	-	1,799,833	-	610,113
BRAC USA (Health)	144,754	-	49,069	-
IDRC Research	95,742	-	32,455	-
Community Based Seed Multiplication FFS	80,358	-	27,240	-
PSI (Malaria)	1,872,872	1,531,749	634,872	519,237
Emergency Nutrition	3,436,549	1,627,051	1,164,932	551,543
FFTIG/ UN WFP	5,207	-	1,765	-
DFID PSI (ICCM)	4,638,149	1,383,869	699,299	469,108
TUP (DFID)	281,150	872,457	95,305	295,748
Peach Building (UNICEF)	838,865	635,537	284,361	215,436
WHO (TB Reach)	-	375,535	-	127,300
RED (TUP)	-	43,070	-	14,600
GESS	2,788,194	1,536,676	648,613	520,907
CHF (Nutrition)	-	81,225	-	27,534
	33,955,528	13,804,153	8,214,243	4,679,374
18.5 Deferred Income				
Opening balance	1,062,721	683,066	360,244	231,548
Transferred from grants received in advance	1,285,804	554,996	254,328	188,134
Amortization during the period (Note 11)	(351,507)	(175,341)	(90,521)	(59,438)
Adjustment	(93,313)	-	(5,615)	-
	1,903,705	1,062,721	518,437	360,244

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Notes (continued)

19 RELATED PARTY DISCLOSURES

The Organisation is controlled by Stichting BRAC International, incorporated in The Netherlands. There are other companies that are related to the company through common shareholdings or common directorships.

The following transactions were carried out with related parties:

Year-end balances arising from related party transactions

	2015 SSP	2014 SSP	2015 USD	2014 USD
(a) RELATED PARTY RECEIVABLES				
BRAC Uganda	1,628,112	143,411	97,961	48,614
(b) RELATED PARTY PAYABLES				
BRAC Bangladesh	33,784,455	5,620,505	2,032,759	1,905,256
BRAC Stichting International	5,849,897	738,652	351,979	250,391
	39,634,351	6,359,157	2,384,738	2,155,646

Related party payables relate to amounts owing to BRAC Bangladesh for the settlement of staff costs and operating expenditure on behalf of BRAC South Sudan.

i) Related party loans as disclosed in note 16

Non-current portion	23,322,148	4,139,610	1,403,258	1,403,258
Current portion				
	23,322,148	4,139,610	1,403,258	1,403,258

ii) Cash balance

ii) Cash balance

As at 31 December 2015, BRAC South Sudan held cash balance amounting to US\$ 1,298,840 in Stanbic Bank Uganda Limited. BRAC Uganda is the signatory to this account

iii) Key management compensation

The entity does not pay any remuneration to its directors (executive and non-executive). The compensation paid to members of senior management (Country Head and Program Managers) for employee services is shown below:

	2015 SSP	2014 SSP	2015 USD	2014 USD
Salaries and other short-term employment benefits	1,571,000	376,249	367,767	127,542

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	2015 SSP	2014 SSP	2015 USD	2014 USD
20 CASHFLOW FROM OPERATING ACTIVITIES				
Deficit before tax	(29,630,611)	(551,504)	(1,784,873)	(186,951)
Depreciation	470,174	167,468	127,910	56,769
Loan loss provision	-	19,095	-	6,473
Cash flow before changes in working capital	(29,160,437)	(364,941)	(1,656,962)	(123,709)
Changes in working capital				
Decrease/(increase) receivables and other current assets	(22,343,732)	(1,796,145)	(1,344,388)	(608,863)
Increase in Donor Grants	31,878,221	1,211,630	1,918,064	410,722
Increase in other liabilities	4,877,157	511,389	293,451	173,352
Decrease in loan security fund	(23,972)	(68,291)	(1,442)	(23,149)
Decrease in related party payable	33,275,194	736,855	2,002,118	249,781
Net cash from operations	18,502,432	230,497	1,210,840	78,135
21 Proof of translation				
	Amount in USD	Amount in SSP	Amount in USD@16.62	(Gain)/Loss
Donors	6,069,162	147,280,014	100,808,776	(46,494,678)
Capital Funds	1,700,000	5,015,000	28,254,0002	23,239,000
BRAC Loan	1,403,258	4,139,611	23,322,148	19,182,537
Payable to Bangladesh	2,032,759	5,996,639	33,784,455	27,787,816
Payable to Stichting BRAC International	335,577	989,952	5,577,290	4,587,338
Payable to BRAC Uganda	97,961	288,985	1,628,112	1,339,127
	11,638,717	163,710,201	193,374,781	29,641,139
Translated to US dollars at closing rate				1,783,462

22. Taxation

The organization is exempt from income tax.

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FINANCIAL STATEMENT
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Notes (continued)

23. SEGMENT REPORTING (continued)
Statement of Financial Position as 31st December 2015 (Amount in SSP)

	OXFAM Novib	Comic relief	Stornee	AGI	Youth Lead	Health	IDRC Research	Strengthening and Supporting Rumbek State Hospital	Community Based Seed FFS	RMNCH Big Lottery Fund	RMNCH -UK AID	Malaria	Nutrition	Rec-BRAC USA	GPAF (DFID)	RED (TUP)
	SSP	SSP	SSP	SSP	SSP	SSP	SSP	SSP	SSP	SSP	SSP	SSP	SSP	SSP	SSP	SSP
ASSETS																
Receivables and other Current Assets	259,523	(42)	50	(622)	-	(120)	-	520,736	163,227	43,115	217,376	2,083,465	-	-	8,142,360	191,727
Short term deposits at amortized cost																
Cash and bank	(231,814)	7,578,612	877,322	2,955,394	-	620,796	539,402	(421,077)	(125,956)	(43,115)	(111,776)	(702,463)	-	2,723,341	(6,901,561)	(191,727)
Property and equipment	6,939	5,416	3,650	-	-	12979	-	-	-	12,283	-	136,692	-	9,082	553,931	-
TOTAL ASSETS	34,648	7,583,986	881,022	2,954,772	-	632,959	539,402	99,658	37,271	-	105,600	1,527,694	-	2,732,423	1,794,730	-
LIABILITIES AND CAPITAL FUND																
Non-current liabilities																
Term loan at amortized cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Current Liabilities																
Loan security fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other liabilities	27,709	44,247	118,000	2,218	-	147,371	-	99,658	37,271	-	105,600	1,391,002	-	53,530	1,240,799	-
Donor Grants	6,939	7,539,739	763,021	2,952,554	-	780,331	539,402	-	-	-	-	136,692	-	2,678,893	553,931	-
Related party payable																
Total Liabilities	34,648	7,583,986	881,022	2,954,772	-	632,959	539,402	99,658	37,271	-	105,600	1,527,694	-	2,732,423	1,794,730	-
CAPITAL FUND																
Retained Surplus	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
BRAC contribution	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES AND CAPITAL FUND	34,648	7,583,986	881,022	2,954,772	-	632,959	539,402	99,658	37,271	-	105,600	1,527,694	-	2,732,423	1,794,730	-

BRAC SOUTH SUDAN
FINANCIAL STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2015
(Notes continued)

23. SEGMENT REPORTING (continued)

Statement of comprehensive income for the period 31st December 2015 (Amount in SSP)

	OXFAM Novib	Comic relief	Stornee	AGI	Youth Lead	Health	IDRC Research	Strengthenin gand	Community based seed FFS	RMNCH Big Lottery Fund	RMNCH -UK AID	PSI Malara	Nutrition	Red-BRAC USA	GPAF (DHD)	RED (TUP)
	SSP	SSP	SSP	SSP	SSP	SSP	SSP	SSP	SSP	SSP	SSP	SSP	SSP	SSP	SSP	SSP
INCOME																
Interest Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grant Income	262,503	311	312,487	32,035	-	214,361	-	275,000	234,646	43,115	217,376	2,834,806	-	249,704	4,944,448	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL INCOME	262,503	311	312,487	32,035	214,361	214,361	-	275,000	234,646	43,115	217,376	2,834,806	-	249,704	4,944,448	-
EXPENDITURE																
Staff costs and other benefits	111,491	-	157,827	-	-	113,872	-	209,896	122,101	42,433	62,225	1,735,190	-	55,610	2,119,387	-
Other general & administrative expenses	149,476	42	154,356	622	-	95,455	-	-	-	-	-	24,857	-	3,192	55,246	-
Depreciation	1,536	269	304	31,413	-	5,034	-	24,857	-	-	-	3,192	-	55,246	-	-
TOTAL EXPENSES	262,503	311	312,487	32,035	214,361	214,361	-	275,000	234,646	43,115	217,376	2,834,806	-	249,704	4,944,448	-
NET SURPLUS FOR THE YEAR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

BRAC SOUTH SUDAN
FINANCIAL STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2015
(Notes continued)

23. SEGMENT REPORTING (continued)
Statement of Financial Position as 31st December 2015 (Amount in USD)

OXFAM Novib	Comic relief	Stornee	AGI	Health	IDRC Research	Strengthening and	Community based seed FFS	RMNCH Big Lottery Fund	RMNCH -UK AID	PSI	Nutrition	Red-BRAC (DFID)	GPAF (TUP)	RED
USD	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD

Assets

Receivables and other Current Assets	15,615	(3)	3	(37)	(7)	-	31,332	9,821	2,594	13,079	125,961	-	489,913	11,536
Short term deposits at amortized cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash and bank	(13,948)	455,993	52,787	177,822	37,352	32,455	(25,336)	(7,579)	(2,594)	(6,725)	(42,266)	-	(415,256)	(11,536)
Property and equipment	1,890	1,475	994	-	3,535	-	-	-	-	-	37,225	-	150,852	-
TOTAL PROPERTY AND ASSETS	3,557	457,466	53,784	177,784	40,690	32,455	5,996	2,243	-	6,354	120,920	-	166,333	225,509

LIABILITIES AND CAPITAL FUND

Non-current liabilities

Term loan at amortized cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Current Liabilities

Loan security fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other liabilities	1,667	2,662	7,100	133	(8,867)	-	5,996	2,243	-	6,354	83,694	-	3,221	74,657
Donor Grants	1,890	454,804	46,684	177,651	49,557	32,455	-	-	-	-	37,225	-	63,112	150,852
Related party payable	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Liabilities	3,557	457,466	53,784	177,784	40,690	32,455	5,996	2,243	-	6,354	120,920	-	166,333	225,509

CAPITAL FUND

Retained Surplus	-	-	-	-	-	-	-	-	-	-	-	-	-	-
BRAC contribution	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-

TOTAL LIABILITIES AND CAPITAL FUND

	3,557	457,466	53,784	177,784	40,690	32,455	5,996	2,243	-	6,354	120,920	-	166,333	225,509
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BRAC SOUTH SUDAN
FINANCIAL STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2015
(Notes continued)

23. SEGMENT REPORTING (continued)
Statement of Comprehensive Income for the period 31st December 2015 (Amount in USD)

	OXFAM Novib	Comic relief	Stornes	AGI	Youth Lead	Health	IDRC Research	Strengthening and	Community-based seed	RMNCH Big Lottery Fund	RMNCH - UK AID	PSI	Nutrition	Red-BRAC USA	GPAF (DFD)	RED (TUP)
	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD
INCOME																
Interest income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grant income	88,869	3	90,669	1,927	-	56,464	-	31,332	37,061	2,594	13,079	707,172	-	49,362	1,294,813	-
Other income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	88,869	3	90,669	1,927	-	56,464	-	31,332	37,061	2,594	13,079	707,172	-	49,362	1,294,813	-
EXPENDITURE																
Staff costs and other benefits	37,794	-	7,411	-	-	29,200	-	25,247	17,414	2,553	3,744	502,060	-	10,853	576,021	-
Other general & administrative expenses	50,670	3	43,184	37	-	25,770	-	6,085	19,647	41	9,335	198,738	-	37,533	705,745	-
Depreciation	406	16	73	1,890	-	1,495	-	-	-	-	-	6,374	-	976	13,047	-
TOTAL EXPENSES	88,869	3	90,669	1,927	-	56,464	-	31,332	37,061	2,594	13,079	707,172	-	49,362	1,294,813	-
NET SURPLUS FOR THE YEAR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

BRAC SOUTH SUDAN
FINANCIAL STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2015
(Notes continued)

23. SEGMENT REPORTING (continued)

Statement of Financial Position as 31st December 2015 (Amount in SSP)

	TUP (DFID)	GESS	NOVO AGI	USAID	NORAD	ICOM	TB Reach	Peace Building	Bonga	SSDP (FAO)	SMP (FOA)	Emergency Nutrition	Total
	SSP	SSP	SSP	SSP	SSP	SSP	SSP	SSP	SSP	SSP	SSP	SSP	SSP
ASSETS													
Receivables and other Current Assets	78,073	4,208,758	(1,827)	3,402,180	-	1,388,935	527,188	-	413,839	457,962	-	-	22,105,901
Short term deposits at amortized cost	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash and bank	(56,299)	(4,125,533)	11,096,720	653,204	863,494	788,829	(373,432)	190,682	(354,261)	(454,794)	92,708	10,322,321	25,199,017
Property and equipment	6,380	196,395	39,624	521,509	80,765	273,905	-	23,053	4,430	-	-	29,651	1,903,705
TOTAL ASSETS	28,155	279,620	11,134,517	(4,125,533)	944,259	2,451,669	176,808	190,682	54,008	3,168	92,708	10,351,972	49,208,623
LIABILITIES AND CAPITAL FUND													
Non-current liabilities													
Term loan at amortized cost	-	-	-	-	-	-	-	-	-	-	-	-	-
Current Liabilities													
Loan security fund	-	-	-	-	-	-	-	-	-	-	-	-	-
Other liabilities	21,775	83,225	918,322	4,055,383	138,238	2,177,764	153,755	2,000	49,578	3,168	8,599	1,008,498	11,592,969
Donor Grants	6,380	196,395	10,216,194	521,509	806,021	273,905	23,053	188,682	4,430	-	84,109	9,343,474	37,615,654
Related party payable	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Liabilities	28,155	279,620	11,134,517	4,576,892	944,259	2,451,669	176,808	190,682	54,008	3,168	92,708	10,351,972	49,208,623
CAPITAL FUND													
Retained Surplus	-	-	-	-	-	-	-	-	-	-	-	-	-
BRAC contribution	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Fund	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES AND CAPITAL FUND	28,155	279,620	11,134,517	4,576,892	944,259	2,451,669	176,808	190,682	54,008	3,168	92,708	10,351,972	49,208,623

BRAC SOUTH SUDAN
FINANCIAL STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2015
(Notes continued)

23. SEGMENT REPORTING (continued)

Statement of Comprehensive Income for the period 31st December 2015 (Amount in SSP)

	TUP (DHD)	GESS	NOVO AGI	USAID	NORAD	ICOM	TB Reach	Peace Building	Bonga	SSDP (FAO)	SMP (FOA)	Emergency Nutrition	Total
	SSP	SSP	SSP	SSP	SSP	SSP	SSP	SSP	SSP	SSP	SSP	SSP	SSP
INCOME													
Interest Income	-	-	-	-	-	-	-	-	-	-	-	-	-
Grant Income	310,969	1,988,903	1,685,684	9,820,203	547,151	4,015,908	335,415	78,473	270,822	264,525	15,364	2,953,688	31,907,897
Other Income	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL INCOME	310,969	1,988,903	1,685,684	9,820,203	547,151	4,015,908	335,415	78,473	270,822	264,525	15,364	2,953,688	31,907,897
EXPENDITURE													
Staff costs and other benefits	151,345	559,874	571,591	2,516,125	58,505	1,685,416	79,264	44,425	60,033	86,291	-	1,169,005	11,711,906
Other general & administrative expenses	157,902	1,375,487	1,108,026	7,217,447	484,984	2,271,671	248,942	34,048	206,916	178,234	15,364	1,774,554	19,844,484
Depreciation	1,722	53,542	6,067	86,631	3,662	58,821	7,209	-	1,873	-	-	10,129	351,507
TOTAL EXPENSES	310,969	1,988,903	1,685,684	9,820,203	547,151	4,015,908	335,415	78,473	270,822	264,525	15,364	2,953,688	31,907,897
NET SURPLUS FOR THE YEAR	-	-	-	-	-	-	-	-	-	-	-	-	-

BRAC SOUTH SUDAN
FINANCIAL STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2015
(Notes continued)

23. SEGMENT REPORTING (continued)

Statement of Financial Position as 31st December 2015 (Amount in USD)

	TUP (DFID)	GESS	NOVO AGI	USAID	NORAD	ICOM	TB Reach	Peace Building	Bonga	SSDP (FAO)	SMP (FOA)	Emergency Nutrition	Total
	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD
Assets													
Receivables and other Current Assets	4,688	253,235	(110)	204,704	-	83,570	31,720	-	24,900	27,555	-	-	1,330,078
Short term deposits at amortized cost	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash and bank	(3,387)	(248,227)	667,673	39,302	51,955	47,463	(22,469)	11,473	(21,917)	(27,364)	5,578	621,078	1,516,186
Property and equipment	1,737	53,484	10,791	142,023	21,995	74,593	6,278	-	1,206	-	-	8,075	518,437
TOTAL PROPERTY AND ASSETS	3,048	58,492	678,354	386,029	73,950	205,625	15,529	11,473	4,189	191	5,578	629,153	3,364,702
LIABILITIES AND CAPITAL FUND													
Non-current liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-
Term loan at amortized cost	-	-	-	-	-	-	-	-	-	-	-	-	-
Current Liabilities													
Loan security fund	-	-	-	-	-	-	-	-	-	-	-	-	-
Other liabilities	1,310	5,008	55,254	244,006	8,318	131,033	9,251	120	2,983	191	517	60,680	697,531
Donor Grants	1,737	53,484	623,100	142,023	65,632	74,593	6,278	11,353	1,206	0	5,061	568,473	2,667,171
Related party payable	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Liabilities	3,048	58,492	678,354	386,029	73,950	205,625	5,529	11,473	4,189	191	5,578	629,153	3,364,702
CAPITAL FUND													
Retained Surplus	-	-	-	-	-	-	-	-	-	-	-	-	-
BRAC contribution	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Fund	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES AND CAPITAL FUND	3,048	58,492	678,354	386,029	73,950	205,625	15,529	11,473	4,189	191	5,578	629,153	3,364,702

BRAC SOUTH SUDAN
FINANCIAL STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2015
(Notes continued)

SEGMENT REPORTING (continued)

Statement of Comprehensive Income for the period 31st December 2015 (Amount in USD)

	TUP (DFID)	GESS	NOVO AGI	USAID	NORAD	ICOM	TB Reach	Peace Building	Bonga	SSDP (FAO)	SMP (FOA)	Emergency Nutrition	Total
	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD
INCOME													
Interest Income	-	-	-	-	-	-	-	-	-	-	-	-	-
Grant Income	105,305	607,638	333,934	2,197,945	34,447	810,595	112,333	26,043	89,450	68,363	924	935,030	7,695,353
Other Income	-	-	-	-	-	-	-	-	-	-	-	-	-
	105,305	607,638	333,934	2,197,945	34,447	810,595	112,333	26,043	89,450	68,363	924	935,030	7,695,353
EXPENDITURE													
Staff costs and other benefits	51,303	135,943	154,250	676,127	3,554	387,734	26,869	15,059	18,301	-	27,421	362,201	3,111,059
Other general & administrative expenses	53,526	456,237	178,341	1,493,861	30,674	407,401	83,391	10,984	70,626	40,941	924	570,068	4,493,784
Depreciation	475	15,458	1,343	27,957	220	15,460	2,073	-	523	-	-	2,740	90,527
TOTAL EXPENSES	105,305	607,638	333,934	2,197,945	34,447	810,595	112,333	26,043	89,450	68,363	924	935,030	7,695,369
NET SURPLUS FOR THE YEAR	-	-	-	-	-	-	-	-	-	-	-	-	-

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Design: Consilium