1. **Implementation strategy**

**Program Implementation Structure**

Executive Director, BRAC International

Deputy Executive Director, BRAC International

Country Manager, BRAC SS

Program Manager, AGI

Trainer cum Material developer

Project Officer

Program Assistant

(Microfinance)

Program Assistant (Club Activity)

Adolescent Leader

1. To implement the program BRAC will use its 5 area offices and 10 Branch offices in 4 states. In every area office there will be one Project Officer and the required number of Program Assistants (PAs). The PAs and POs will be hired locally, while the PM will be an expatriate.
2. ***Program Assistant****:* The front-line management will be provided by **Program Assistants (PAs).**

* The PAs will be divided into two groups-: PAs for club activity and PAs for microfinance.
* Each PA will be responsible for the supervision of 10 clubs. Hence, for every 10 clubs, there will be 2 PAs: one for club activity and the other for microfinance.
* The PA for club activity will be responsible for all five components while the PA for microfinance will be only responsible for the microfinance component.
* They will responsible for surveying the households to identify potential members, Adolescent Leaders, and locations of club houses, and conducting meetings with the parents and other stakeholders.
* They will conduct a supervisory visit to each club at least once a week. During this visit, the PAs will be responsible for providing support to the Adolescent Leaders in club management. They will check the members’ progress and ensure the attendance of the members in club activities and also in the training courses and suggest ways for quality improvement.
* They will be based in the branch offices. From the base office they will communicate with their clubs. They will make an advance action plan each week and submit to the Project Officers.
* The Micro Finance PA will look after 300 members of 10 clubs for realization of weekly savings and loan installment. He/she will ensure attendance of club members at meetings and maintain discipline in the Club meetings. The PA will prepare the loan proposal.
* PA should maintain and preserve loan related documents properly in the branch office.

1. ***Project Officers***: The Project Officers will be responsible for preparing operational plans for their areas, distributing tasks to the PAs, and supervising their activities. They will also maintain close contact with the county and state level government officials. They will submit materials requisition to the country office and procure what is available at the local market. The Project Officers will visit clubs randomly and supervise the activities of PAs.

* For the 100 clubs, BRAC will hire 5 POs with each having 20 clubs and 4 PAs under their supervision.
* The POswill develop the skills of the PAs by conducting meetings and workshops. They will be responsible for developing capacity of PAs, randomly visiting Clubs for quality checks, distributing materials and honoraria among the Adolescent Leaders, and maintaining liaisons at the local level. This post is reportable to the Program Manager.
* Each PO will ensure that all PAs arrive in the office and field promptly.
* The PO will monitor club activities on a regular basis.
* The PO will monitor all forms of training for the members.
* The PO will monitor timely loan distribution and the repayment of loans.
* The PO will disburse loans directly to the members.
* The PO will check the loan proposals and member admission.
* The PO will make quarterly, half yearly and annual plans for different activities of the project.
* The necessary steps will be taken by the PO for achieving for the next month’s target.

1. ***Program Manager (PM)***: The PM is responsible for the implementation and supervision of the program and is directly reportable to the Country Manager (CM) of BRAC Southern Sudan. The Program Manager is the most senior personnel at the field level. He/she will be a person who has at least 10 years of working experience with BRAC education programs. Under the guidance of the CM he/she will be entrusted with the responsibilities of implementing the program. He/she will recruit PAs and assist the POs in recruiting Adolescent leaders.
2. The program manager will be responsible for developing the operational plan, supervising and supporting the project officers in discharging their responsibilities, maintaining close contact with the donors, approving all field level expenditure, assessing staff performance, ensuring material supplies, and supporting the trainer cum material developers.

* The PM will make quarterly, half yearly and annual plans for different activities of the project.
* The PM will check and approve monthly loan disbursement plans.
* The PM will conduct monthly staff meetings to know the present status of the project.
* The PM will be responsible for staff development for the project.
* The PM will serve as liaison with the stakeholders.
* The PM will approve loan applications.

1. ***Trainers cum Material Developers***: BRAC will also recruit 2 Trainer cum Material developers with extensive experience, for conducting operational training and Training of Trainers (TOT) on life-skills, livelihood and financial literacy training.

* They will develop materials and conduct TOTs.
* They will prepare the training plan for the members of the project.
* They will be responsible for organizing all forms of training.
* They will ensure the quality of different trainings.
* The trainers will be directly reportable to the PM.

1. ***Country Manager:*** The Country Managerwill be the overall in charge of the project. He will oversee all financial and administrative aspects of the project. The CM of Southern Sudan is reportable to the Deputy Executive Director (DED) of BRAC International.
2. From our Head Office in Bangladesh, strategic and technical support will be provided by the Deputy Executive Director (DED) of BRAC International who reports to the Executive Director (ED), BRAC International.