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INTRODUCTION

The year 2006 was the second year of the Third Three-Year Plan period. There have been improvements in performance as compared to the year 2005 mainly for reasons that some of the vacant posts were filled up and staff's capacity to gradually tune in with the new change management of CRDA was improved.

The year had been a busy year in terms of reviewing and revising working documents and guidelines, Memorandum of Association and Byelaws, etc. on top of the regular tasks of the Association. A series of exercises that took place include: finalizing the OD/ID process, updating CRDA Support Services Guidelines, Memorandum of Association, Byelaws and Work Rule Manual. Developing Terms of Reference for the functions and roles of Membership Committees, which would be working closely with the CRDA Board, were also another major undertaking. Similarly, a revision of the Terms of Reference for in-house Management Committees also took place.

During the undertaking of all these tasks, the support of the CRDA Board had been indispensable and forthcoming at all times requested.

As CRDA worked throughout the year in improving its services and operations internally, it also made external efforts of working on re-building partnership with the Government. Besides seeking audience with the Minister of Justice and other relevant government officials, to discuss matters, CRDA even commissioned a research on Assessing the Operational Environment of NGOs in Ethiopia in terms of Government – NGO relationship especially after the 2005 National Elections. This was done as per the instruction of the Membership Assembly.

The 2006 CRDA Annual Report thus, gives details on accomplishments and challenges faced by the Association in implementing the plan of the reporting period. It mainly dwells on issues of:

- Effective Engagement of Members in Development,
- Improved Information Exchange and Accessibility,
- Promoting Policy Issues and Joint Action of Members and Partners and
- Enhanced Capacity of the Secretariat.

CHAPTER ONE: EFFECTIVE ENGAGEMENT OF MEMBERS IN DEVELOPMENT ENHANCED

Introduction

In an effort to enhance members effective engagement in and response to development endeavors the primary tasks of CRDA focused on institutional/organizational development and leadership development; as well as programs and human resource development. The ultimate outcomes of the capacity building support services highly contributes for the realization of the other strategic aims of CRDA towards bringing societal transformation in the membership and creation of vibrant civil society.

To attain this objective, during the year 2006 CRDA has undertaken tasks listed below and achieved accordingly.

1.1 ORGANISATIONAL DELVEOPMENT OF MEMBERS

1.1.1 Organizational capacity assessment

In order to identify organizational and programmatic capacity gaps and strength of member NGOs, CRDA undertook participatory capacity assessment exercises with active involvement of the board members and staff.

Accordingly, capacity assessment in-house workshops were facilitated for a total of 19 new members. This aims at reviewing their internal organizational and programmatic capacity, in order to critically be aware of their strengths and limitations. Re-organizational capacity assessment was also facilitated for 13 organizations to further identify the level of growth of the organizations in terms of program designing and management and organizational capability as well as to identify the areas of needs and corresponding supports for future interventions.

In addition to the capacity assessment and the re-OCA, CRDA undertook diagnostic assessments for two member organizations that were in crisis. Looking into the situation, organization remedial action for addressing immediate and serious gaps were recommended. Suggestions forwarded were in light of revitalizing these organizations and capacitating them to provide services to the community.

Through the assessment exercises, organizations were provided with opportunity for inward-looking, self-reflection and learning. The findings of the assessment report were shared among all concerned Departments within CRDA, so that they may have clear insight and information about these member NGOs.

Based on the findings of the exercises, the organizations prepared joint action plans which are to set basis to map out capacity building needs for future organizational development interventions. Subsequently, CRDA provided institutional and program strengthening supports in the form of technical support (advisory, in-house workshop, experience-sharing program, staff employment, equipment provision, financial support for identified gaps, training, etc.) based on the needs of the members.

1.1.2 In-house workshops

In view of building capacity of indigenous member NGOs, eight tailor-made in-house workshops were facilitated on Organizational Development, Strategic Planning and Management, Resource Mobilization/Fund Raising, Monitoring and Evaluation and Mainstreaming Cross-cutting Issues to improve expertise and practices of project staff of member NGOs. These in-house workshops provided opportunities for plenary discussion and practical group exercises for wider exchange of ideas, information and experiences. 101 staff of national member NGOs of 83 organizations benefited from these in-house workshops.

1.1.3 Package support for organizational development

Based on requests of member NGOs their capacity gaps were appraised. Thereafter, joint action plans, were prepared and subsequent small grants provided as package support for the following:

- Introduction of Organizational Monitoring and Evaluation (M&E) system and Human Resource Management (HRM) system and Guiding Manual development for two NGOs;
- Institutional capacity development support to introduce Financial and Human Resource Management systems, as well as M&E system and Guiding Manual development for one NGO;
- Development of Strategic Plan with action plan for one NGO;
- Introduction of HRM system with manual development as well as formulation of strategic and action plans for four NGOs;
- One member NGO received financial support to gather primary data using participatory techniques to design needs-based projects and to document baseline information, which would serve as a benchmark for measuring results and impacts of its development interventions.
- Special capacity gap filling support provided for three members to fill identified gaps and solve their organizational and programmatic problems;
- Budget modification request on organizational M&E system development was approved for one member NGO.

Such package support enabled 12 member NGOs to spell out and address major organizational and programs gaps. This support will also help member organizations to be more focused and enhance their capacity to deal with rapidly changing environment. Moreover, the organizations will be able to develop basic administrative and program structure with systematic procedures and participatory planning and management system. Generally, the support will encourage members to improve their strategic thinking, leadership style and develop organizationally.

1.1.4 Support to fund raising and promotional activities

Fund raising is one of the major limitations of most NGOs as identified during capacity assessment exercises. Hence, CRDA provided different supports to enhance fund raising capacity of its member organizations. In addition to one-to-one technical advice, a two days training-workshop on fundraising was given by Resource Alliance International facilitated by an internationally known scholar, where organizations that lacked expertise and a system for fundraising participated.

The request of eight member NGOs to formulate resource mobilization strategy and explore ways of mobilizing domestic resources (in an attempt to reduce external dependency) was financed. Accordingly,

- Five member NGOs received grant for undertaking organizational and programs promotional work and designing of fund raising strategy with guiding manual.
- A fund raising campaign grant of an NGO to launch a public awareness-raising program was financially supported.
- One organization received grant for partnership development and undertaking organizational promotion work.
- Sponsorship contribution grant was provided to a member organization for its yearly fundraising program.
- Budget modification request was also approved during this period for one organization.

In general, through fund raising and promotional work, member NGOs were able to build their image and also managed to establish partnership and networking.

1.1.5 Training

Training is one of the means to promote capacity building programs, which CRDA uses to improve the leadership, program and organizational capability to bring about effectiveness and efficiency of the member NGOs. Accordingly, to bring organizational change and dynamism, as well as improving transparency and introducing participatory management system the following activities were carried out.

Long – term Leadership development training

In the year 2006, two leadership development-training programs were organized in partnership with Galilee College. The training targeted directors and managers of NGOs. The program was a sandwich program, which was undertaken in-country and abroad where 45 people both from CRDA membership and CRDA Secretariat participated.

In addition, short-term leadership training was also conducted in partnership with International Leadership Institute where 68 people on five different sessions attended.

Training Programs in broader areas

During the year 27 training programs in broader areas of members' interests was organized. These include:

- Local Peace Building and Conflict Resolution;
- Organizational Development Approach to Capacity Building;
- Action Oriented Research/Participatory Learning;
- Advocacy and Policy Influencing;
- Good Governance and Ethical Practices;
- Leadership and Resource Mobilization;
- Monitoring/Learning;
- Participatory Project Development (twice);
- Participatory Monitoring and Evaluation (twice);
- Financial Management and Control for Non-Finance Managers (twice);
- Facilitation Skills, ToT on HIV/AIDS Counseling;
- Gender (Block Training with three phases);
- Constituency Building; and
- Right Based Approach.

Through these training programs a total of 583 people i.e. 370 male and 213 female benefited. This means 37% of participants were female staff of member NGOs which is very encouraging. Out of the total participants seven were from partner organizations while the rest were from CRDA membership.

Effort was made to make each training as participatory and practical as possible and thus, some of the programs were supplemented through practical attachments. For instance, ToT on HIV/AIDS Counseling was supported by a one week practical training: attachment to different hospitals and organizations that have strong counseling.

1.1.6 Workshops

In addition to regular training programs, CRDA organized 14 workshops detailed below.

- **Avian Influenza (Bird Flue):** a one day orientation workshop organized in collaboration with FAO and provided for member NGOs;
- **Leadership training workshop:** in collaboration with Evans School of Public Affairs, University of Washington Organized. A half day workshop for member NGOs;
- **FM/OD ICCO/CordAid program intervention orientation workshop:** for ICCO Partners;
- Series of orientation **workshop on the European Commission – Civil Society Fund Program:** given in eight different regions including disadvantaged places such as Gambella and Assosa. Participants were 639 (48 female and 591 male) drawn from members and non-membership.
- **Training workshop on Resource Mobilization and Leadership:** organized in partnership with Resource Alliance where 62 people drawn from national and international NGOs benefited.
- Two **'Mind Setting'** workshops: organized for three days each for 64 CordAid and ICCO partners selected to involve in FM/OD program. This was a tri-partite program between CordAid, ICCO and CRDA.
- **CSO - NGO Development Work:** an experience-sharing workshop organized to select good practices of the year among member NGOs. At the end of the program, CRDA awarded three good practices certificate selected by participants of the workshop.

1.1.7 Monitoring and Evaluation System Establishment

Capacity assessment of member organizations revealed serious gaps in monitoring and evaluation (M&E). Therefore, technical and financial support was provided to improve M&E knowledge and practices among NGOs. Based on this,

- Two in-house workshops were organized for 20 staff of member NGOs which was an interactive workshop involving practical issues, challenges and successes.
- M&E training was conducted twice for two different groups. Monitoring as a Learning Process was also another topic given due attention on the training program.
- Organizations that planned to introduce M&E system received financial support for the establishment of such system.

1.1.8 Institutional Strengthening Grant (ISG)

Through its capacity enhancement program, Institutional Strengthening Grant (ISG) was the other form of support, which CRDA provided for its member organizations. This support consisted of professional staff secondment through cost-sharing mechanism, supply of basic office equipment and basic computer skill training. Accordingly, during the year CRDA provided the following Institutional Strengthening Support for eligible member NGOs:

- Eleven new member organizations received professional staff secondment;
- A set of desk-top computers with printers and copier were supplied to seven organizations;
- Five organizations received photocopier machines;
- LCD projector was supplied for two members; and
- Skill training on basic computer application was given for one NGO.

In addition to the above, replacement of seconded professional staff for eight organizations was made.

ISG support continues to prove to be significant assistance to indigenous member NGOs in terms of narrowing capacity limitations and strengthening institutional development efforts of organizations.

1.1.9 Experience sharing field visits

Experience sharing visits, to different program sites of members with good practices, to facilitate practical learning for staff of member NGOs, were organized. These field visit programs contributed to knowledge enhancement of NGO staff and gave them opportunity to learn from others as well as network.

Two exchange visit programs were conducted: Urban and Rural Agriculture Development and Water Harvesting Technologies.

- Forty two participants drawn from different community based organizations (CBOs) in Addis Ababa shared experiences on various development programs in the areas of children, OVC and HIV/AIDS, self-help and women groups initiatives and integrated rural development projects, etc. Seven member agencies hosted the experience sharing visits and shared their public centered development practices.
- Ten organizations participated in sharing development strategies and practical experiences of five member organizations of CRDA on urban and rural agriculture development projects.
- Five member NGOs hosted a seven days learning forum on good practices of Water Harvesting Technologies in arid and semi-arid project areas. Eleven project staff from different organizations participated.
- EYE-Exchange Ethiopia Program was also coordinated on spot learning through exchange of professionals, i.e. 14 Young Dutch Managers with five Ethiopian counterparts in collaboration with EYE (Exchange Young Executives) foundation

which is ICCO partner. The 15 days exchange visit focused on development programs and real life cases of children rehabilitation program, self-reliance initiatives, micro financing and grain banks, environment and floriculture development activities implemented by member and non-member organizations.

1.1.10 Capacity Building for CBOs

As a good opportunity and encouragement for CRDA member NGOs to work with CBOs, CRDA allotted fund to build capacity of grassroots community organizations. Based on this, it managed to provide support for one women self-initiated organization.

1.1.11 Research and manual preparation

- CRDA has commissioned an inventory and development of database of CBOs in Ethiopia. This is on process and the work will be finalized in the coming year where CRDA will have information on the numbers, location, roles and functions of CBOs in Ethiopia.
- Research on local resource mobilization is a commissioned research to assess legal aspects of resource mobilization/fundraising in Ethiopia. It will look into traditional methods of benevolence and charity giving and assess existing experience of NGOs in fundraising. This will help to identify current donor and government subsidy to local NGOs. The research is still under process and will be finalized in 2007.
- To identify future training strategies of CRDA in relation to the three-year program plan orientation, an assessment on the training programs of CRDA and future strategy formulation has been commissioned and the first draft of the assessment has been submitted. It will however, be finalized in the coming month or two.
- As one of the objectives of the three-year plan; improving and standardized thematic program interventions of our member organizations, CRDA has involved in manual preparation. In the year 2006, it has been working on preparing a Gender Mainstreaming Manual which is still under process.
- Training manual preparation for basic and regular training programs of CRDA, to standardize basic courses has been attempted. The work is still in progress where manuals on three topics i.e. Participatory Project Planning, Participatory Monitoring and Evaluation and NGO Governance and Ethical Practices are being prepared.

1.1.12 Computer processing and distribution

Refurbished computers, which CRDA received from Computer Aid International, continued to be processed and distributed during the year. Diagnosing and installing software and processing importation of third consignment are some of the activities carried out.

207 computers were processed and delivered to 55 civil society organizations including CRDA member NGOs.

1.2 DELEGATED RESOURCES

63 active projects are implemented under five program areas with an outlay of Birr 38.8 Million. In addition, the Delegated Resources of CRDA received technical support from HIV/AIDS Prevention and Control Office (HAPCO) in terms of professional staff.

Out of the on-going projects, 24 projects with an outlay of Birr 8.9 million were approved during the reporting period. Highlight of the programs in the reporting period, is as presented below.

1.2.1 CRDA/Irish Aid-Supported HIV/AIDS Program

CRDA and Irish Aid (IA) signed a project agreement covering the period 2006 to 2007 on “Mitigating the Socio-Economic Impacts of HIV/AIDS through Community-Based Intervention, Care and Support for People Living with HIV/AIDS (PLWHAS)”, with an outlay of birr 6 million. Accomplished during the reporting period were:

- **Familiarization/orientation workshop:** Eighteen implementing partners participated in a familiarization workshop on multi-year Irish Aid/CRDA HIV/AIDS Prevention and Control program. Various formats were discussed and technical support provided to project implementing partners to deploy strategies such as Behavior Change Communication (BCC). Moreover, at the workshop, issues such as provision of VCT services, Harm and Stigma reduction interventions, community mobilization and empowerment, etc. were highly emphasized as key strategies/principles to implement the multi-year program successfully.
- **Call for submission of proposals:** A total 19 project implementing partners [9 from Tigray and 10 from Southern Nations, Nationalities and Peoples’ Regional State (SNNPRS)] were invited to submit project proposals and 14 projects passed for final approval.

Moreover, two proposals from HIV/AIDS networks and two proposals from Betezata Hospital were reviewed in addition to the above mentioned projects.

A total of 18 projects were approved with a total amount of Birr 5,373,973.20. Birr 2,752,473.50 was released as first installment in the reporting period.

As part of the World AIDS Day 2006 commemoration, CRDA/Irish Aid HIV/AIDS program granted Birr 200,000.00 for four local NGOs, to roll back the spread of HIV/AIDS: National Association of Positive Women Ethiopians, Hana Orphans Home, Tesige Woleajealba Yehisanat Masadegia Derejet and Tebeb Ethiopia Art Centre.

Currently, all approved projects are under implementation as per the action plan of the multi-year project and the project implementing partners have submitted their first progress report.

As part of capacity building support and follow-up of project activities, it was possible to provide technical backup to a number of project partners during the reporting period.

- **Training Course:** 14 project officers/coordinators and 14 financial officers of project implementing partners were trained in HIV/AIDS Project Plan Implementation and Management; and Project Grant management respectively as per the multi-year project activity plan. At the end of the training programmes, it was possible to bring project and financial officers together and able to discuss roles and responsibilities of the two officers, relationships, joint actions etc with the view to enhance the efficient and effective implementation of projects.
- **Booklet preparation on selected good practices:-** there are quite a number of good practices to be shared among project implementing partners as well as the public at large. However such practices are not systematically captured/documentated and disseminated to users. To this end, the CRDA/IA project has selected 12 projects (six from each Region) and finalized the field work during the reporting period. The booklet will be ready for public consumption in the first months of 2007.

1.2.2 CRDA-PCI OVC Intervention Program

A project entitled 'Enhancing Community Based Protection, Care and Support of OVCs' was entered into agreement between Project Concern International (PCI) and CRDA in the year 2005 and the period extends to September 2009. Approved amount of grant over the five years period is Birr 2,142,117 where 84% is to be granted to project implementing partners: Ethiopian Muslim Relief and Development Association (EMRDA), Alem Children Support Organization (ACSO), Addis Development Vision (ADV), Hope for Rural Children and Orphans (HORCO) and NPHHC.

Accomplished activities during the reporting period were:

- Project Appraisal Committee (PAC) comprising of CRDA, PCI, and MOLSA and HAPCO, appraised 16 proposals. The best seven were selected and briefed about the overall purpose of the project, expected role of project implementing partners, requirements and procedure to be followed.
- Pre-funding organizational assessment visit was then paid to all the above mentioned organizations where organizational assessment was made focusing on program and financial management. Accordingly, out of the seven organizations, five were selected to be project partners.
- A Capacity Assessment Team assessed, among others:
 - Leadership and governance,
 - Financial planning and management,
 - Administration and human resource,
 - Project designing and management,
 - Technical capacity (particularly expertise in HIV/AIDS intervention),
 - Networking and advocacy of the organizations

The assessment revealed common gap being project designing and management including financial management.

- This was followed by a one-day familiarization workshop which aimed at enhancing mutual understanding of the intervention program and requirements of financial and project management. Then first quarter budget was disbursed where two organizations managed to secure second installment.
- 760 OVC were selected through participatory process received educational support with the purpose of augmenting the Millennium Development Goals (MDGs): 'Education for All'. To ensure sustainability, income-generating activities for care takers are being assessed.

1.2.3 Global Fund

- **Technical Support Provision:** since 2004, CRDA has been receiving financial support (salary) for two personnel (Communication Specialist and Home-Based Care (HBC) Advisor) from the Global Fund budget with the purpose of building national capacity to implement HIV/AIDS Program. Though the position for Communication Specialist still remains vacant for various reasons the HBC Advisor provides technical support working as a member of the National Technical Working Group of

HIV/AIDS Counseling and Testing (HCT), Community Home Based Care (CHBC) and Editorial committee of Global Fund newsletter preparation and Social Science Research for HIV/AIDS.

Major activities carried out during the period were:

- conducting familiarization workshops on the following guidelines:
 - Ethiopian Strategic Plan for Intensifying Multi-Sectoral HIV/AIDS Response and Community Mobilization Guideline,
 - National VCT guideline which is under revision,
 - National Community Based Care and Support Guideline for PLWHAs, Orphans and Vulnerable children (being prepared),
 - PLWHA's Nutritional Care Guideline, and
 - HIV/AIDS Advocacy Framework and Guideline.
- Training of Trainers on Nutritional Care and Support was organized in collaboration with the Food and Agricultural Organization (FAO) for NGOs and private hospitals involved in VCT and home based care programs. Similarly a one-day workshop for 30 people was organized in collaboration with Addis Ababa University, Social Work Department, on Care Giving and Support for People on ART to implementing partners of CRDA Delegated Resources.

1.2.4 CRDA/Packard Reproductive Health Program

The CRDA/PACKARD Reproductive Health and Sexual Right Program agreement was signed in 2003. To date eight organizations partnered with CRDA to implement the program in 210 Kebeles, in 15 Woredas, 10 zones from four regions targeting a population of 1,928, 397 adolescent, youth, women and men.

Major accomplishments during the year 2006 were as follows.

- Two monitoring and backstopping visits were made to all projects followed by joint partners review meeting Moreover, Experience sharing visits was organized for partners drawn from SEPDA.
- IEC materials (posters and leaflets) on reproductive and sexual right were developed and distributed.
- Over 268,460 key community members, community leaders, Harmful Traditional Practices (HTP) practitioners, religious leaders, etc. attended awareness raising sessions on HTP and RH/SR. 15, 740 youth attended various trainings on RH and SR. Different IEC materials, (15,000 leaflets, 20 banners, 10 billboards and 500 posters) on RH/SR were developed and disseminated.

- Over 210 CBRHAs and 212 peer promoters were trained, deployed and retrained on RH awareness, service delivery and management skills and deployed. 12 youth centers and three youth clubs were established, providing different services, for ten thousand young people.
- More than 178,760 condoms; 437,832 cycles of pills; 41,017 vials of Depo-Provera, 82 Norplants were distributed to users and to rural delivery points. Over 3,767 homes were visited by trained CBRHAs; 61 STI cases were treated; 100 VCT and 5021 MCH referrals were made. 79 fistula victims were identified and treated in Addis Ababa; Mekelle, Bahirdar and Yirgalem Hospitals.

Changes being observed

From the periodic field visits made to the project sites and subsequent discussions held with beneficiaries, project staff and stakeholders the following major changes were observed during the reporting period:

- Improved understanding of RH/SR issues and HTP by community members and leaders. For e.g. an elderly from Tigray expressed his view by saying that “having six children from un spaced birth means burying three and bringing up only three, instead of having three spaced children without affecting family life income.
- Training given to community leaders and legal bodies led to a decrease in the practice of arranged early marriage in many project communities in north and south Ethiopia with increased girls’ enrollment in elementary schools. A total of 117 early marriage cases have been ceased through the joint efforts of the community as a whole.
- RH services being used by religious leaders (priests that used to resist) who never preached on the benefits of FP to mothers. Just to mention one incident in this regard: a priest said to his followers “as small chicken cannot lay big eggs, you, parents and guardians, should wait until your daughter matures for marriage and to give birth”.
- Increased access to RH/SR services, education and training by adolescents; youth, women and men - tens of thousands of youth in schools and out of schools used different services offered by youth centers, especially those located far away and with no access to electronic media.
- Increased number of young people, married and unmarried who are sexually active using modern contraceptive methods and accessing HIV tests before marriage. In fact increased use of modern contraceptive among rural and urban poor dwellers was observed.

- Drop in incidence of rape, wife inheritance and marriage by abduction in project areas.

1.2.5 CRDA/ICCO

ICCO allocated 120,000 EURO to CRDA to implement a two-year project (2004-2006) focusing on promotion of Good Governance and Policy Advocacy. CRDA selected implementing partners and their profiles are as below:

No.	Name of the Project Holders	Title	Target area	Amount of fund approved (birr)
1.	Research Center for Civic and Human Rights Education	Peace Building and Conflict Management	Gambella (Gambella, Gilo, Alero, Openo, Jikawo, Itang, Akobo and Dimma Woredas)	303,676.00
2.	Canadian Physicians for Aid and Relief	Community Conversation for Effective Sensitization (HIV/AIDS)	Benshanuel (Dibate and Bullen Woredas)	266,709.30
3.	Canadian Physicians for Aid and Relief	Good Governance Initiative	Benshanguel	350,036.72
4.	Ethiopian Orthodox Church /DICAC	Community Empowerment towards the Response of HIV/AIDS	Gambella (Dimma and Bonga Woredas)	300,034.90
Total				1,220,456.92

The implementation status of these project holders is far from the desired level for a number of reasons. One of the major reasons is the remoteness of the project areas and security problem in the case of Gambella. However, various attempts have been exerted to speed up their performance but not much was achieved. For instance, reporting guideline was forwarded, field monitoring was conducted; budget and activity modifications were considered; project period was extended till October 2006; face to face discussions were held.

So far, only one organization managed to settle its first installment and received a second installment even though the program life was over. Nonetheless, CRDA shall continue to mentor and monitor projects on regular basis.

Joint meeting between ICCO and CDRA was conducted where a summary of monitoring report of CRDA was presented for discussion. Consensus was reached to evaluate or conduct assessment on implementation status of the approved projects by external evaluators.

1.2.6 CRDA/Sida

CRDA/Sida program is an HIV/AIDS, Environmental Development and Protection program which is implemented in different parts of the country with special emphasis given to marginalized and underserved areas. The project implementing partners (PIPs) are twenty-eight (28) indigenous CSOs/NGOs which are CRDA members and non-members.

The program which covers the period 2004 to 2007 has a total budget of more than Birr 20.1 million. At present, the program is being implemented through 28 approved sub-grantee projects (14 on HIV/AIDS and the other 14 on Environmental Development and Protection Intervention). The total beneficiaries of the program are estimated to be over 2.6 million people (371,858 in Environment and 2,326,090 in HIV/AIDS intervention areas).

The major achievements within the reporting period are as follows:

- Efforts have been made to apply the Right Based Approach in the implementation of the program. Thus, human rights principles are addressed at all stages of the project cycle. More importantly, emphasis was given to address the voices of the poor in each stage of the project cycle.
- Field visit was made to some of the project sites to observe performance and working modalities on the ground. Some of such visits were made with Sida CRDA senior staff.
- Mentoring/monitoring services have been provided to all Project Implementing Partners (PIPs) through field visit as well as feedback based on periodic reports of PIPs. Moreover online technical supports have been provided in the area of activity plan, financial management and other project related issues.
- A total of 25 Financial Officers of PIPs were trained on the practical aspect of Financial Management for four day. Similarly, tailor-made training course on Project Management and Implementation was organized for four days for 26 Project Officers. At the end of the two courses, a day long consultative meeting that brought together trained Finance and Program Officers and Directors was held with the view to enhance shared understanding on project implementation in general and roles and responsibilities of each actor in particular.

- CRDA, as part of its follow-up/monitoring activities and as part of its capacity building support services, has organized partners' annual review meeting for PIPs. The overall purposes of the review meeting were to gauge plan implementation status and to enhance inter-organizational learning.

Changes Observed at project Level

In the area of Environmental Development and Protection

- Communities' awareness level on the relative importance of agro-forestry, soil and water conservation has been improved. To this end, target communities have stated individual measures in their farm land and backyard.
- Water and Sanitation (WATSAN) committees established in each site are performing well in managing and administering already developed water points and pit latrines.
- Proper utilization of pit latrines and waste collection points by beneficiary communities have contributed towards environmental sanitation as well as improvement in personal hygiene. Moreover, waste collection with the involvement of the surrounding community has improved the livelihood of the Waste Management Crew through creation of job opportunity.
- The use of irrigation has helped in addressing problems of food insecurity as irrigation agronomy allowed diversification and intensification practices.
- Compost/organic fertilizer preparation and its use as fertilizer has improved crop growth performance and boosted yield of most farmers.
- The inclusion of Moringa vegetable tree leaf (which has high food value) into existing dietary system of the community has been widely adopted.
- Mainstreaming of cross cutting issues such as gender, HIV/AIDS, etc into each project activity plan implementation has resulted in significant attitudinal change.
- Participatory project monitoring and evaluation modality has brought about change in quality of project activity plan implementation.

In the area of curbing the spread of HIV/AIDS

- Improved care and support services have been provided by volunteers drawn from the community. Moreover, this gesture is complemented by community fund raising mechanisms aiming at helping PLWHAs.
- The number of people demanding VCT service especially before marriage has increased in most project areas including remotely located areas such as Filtu and Dolo Woredas of the Somali Regional State.
- Bedridden HIV/AIDS patients as well as those on ART have benefited from food and housing rent support while orphan children benefited from school fees and basic necessities support.
- Feeling of dependency is declining among the youth, commercial sex workers and PLWHA through skill training, which is complemented by income generating schemes.
- The involvements of District Administration, Health and HIV/AIDS Secretariat Office as well as the establishment of HIV/AIDS task force and clubs within the targeted schools have laid the ground for sustainability of the project results.
- Participatory monitoring and evaluation has greatly contributed towards improving project service delivery in a continuous and integrated manner through incorporation past experiences in subsequent implementation phase of the projects.

1.2.7 Problems encountered, lessons learnt and window of opportunities

Problems encountered

- Project review and appraisal took relatively longer time than expected due to unclear and incompatible project activities submitted by project implementing partners.
- Repeated cancellation of awareness raising public meetings at project implementation level due to post election political situation.
- Delay in financial settlement and subsequent budget disbursement which negatively affected the implementation program of some projects
- Some donors' are requesting quarterly activity and financial report prior to the release of the next quarter budget. This has created heavy burden on many project implementing partners in collecting and compiling reports coming from different and remote areas. Thus quite a number of projects are lagging behind their project implementation plan.

- Low budget utilization of most project implementing partners for a given period of time, made it difficult to disburse as much budget as planned.

Lessons Learned

- Sequential and regular mentoring/monitoring visit is found to be very instrumental to take corrective measures in time as well as promoting shared among stakeholders, which in turn contributed to the successful implementation of project activities.
- In the case of PCI and Irish Aid projects, project appraisal/approval process was participatory involving the donor agency, CRDA and concerned Government organization which has enhanced CRDA's transparency and credibility in fund allocation.
- Experience sharing field visits among project implementing partners enhanced internal learning.

Opportunities

- Improved recognition, acceptance and participation of local government authorities towards NGOs' initiatives/ projects.
- Strong commitment and willingness of many donors towards NGO's poverty alleviation programmes in general and to some specific thematic areas like ARH/SR Program.

CHAPTER TWO: IMPROVING INFORMATION EXCHANGE AND ACCESSIBILITY

Introduction

Information, as a service, encourages gathering, compiling, storing, disseminating and exchanging development-related information among the Membership, Government, donors, the CRDA Secretariat and other development partners. It also plays a major role in promoting NGO work and practices through various communications tools.

The objective of this activity is to build informational capacity of members, which will help promote their work and build better public awareness. By serving as a gateway of information and helping keep members updated on various policy matters, it strives towards creating conducive operational environment for NGOs in Ethiopia.

2.1 Revitalize the CRDA information system

As per the plan, installation of the Local Area Network (LAN) for the CRDA Office has been completed. Training/orientation was given to all staff members of the CRDA Secretariat on how to use the new system and a Memorandum of Understanding signed with the Consulting Firm for a one-year warranty period (as was agreed in an initial contract agreement). A refresher course was also provided two months after the installation and implementation of the system, having assessed problematic areas encountered by staff.

With the assistance of our web hosting agency, the CRDA web site has been given a facelift and efforts have been made in trying to make the web site more easily accessible; that is, by having two kinds of connection speed and redesigning accordingly. Nonetheless, a more pronounced transformation of the web site is being planned (e.g. introducing password accessible sections and discussion forums) and with the finalization of our databases, this will be implemented. However, in-house updating of the site has not taken place for a while; and was commenced towards the end of the year to be completed in January 2007.

As opposed to the first half of the year, the second half has seen increasing use of the CRDA Intranet by staff. This was greatly assisted by the two training programs (mentioned above) provided. Exchange of information between staff has been greatly facilitated. Nonetheless, the Intranet, needing updating and slight upgrading, has been commenced during the last quarter of 2006.

To facilitate communication with Regional Liaison Offices (RLOs) of CRDA, a new system has been designed where these Offices can have Internet access as well as access to

CRDA's network by remotely using CRDA's connection line. The system is still in its experimental stage but is hoped to serve the purpose of speedy communication with RLOs.

Regarding databases with the completion of the CSO Database, CRDA has finalized work on producing minimum hard copies (booklet format) for distribution and detailed information on CD. Actual distribution will take place at the beginning of 2007. For more specific and detailed information on CRDA membership, during the last quarter of 2006, intensive work took place on compiling and confirming with members on their organizational data. Thus, the updated Members' Profile will be released in the first quarter of 2007 on CD and CRDA web site.

The Donor Database has been completed (with only editorial work remaining). However, due to more pressing tasks of the CSO and Members Database, this Database remains on hold and will be released during the first quarter of 2007. The same applies for the HIV/AIDS Database, which is almost 75% completed.

All databases will be accessible on CRDA's web site in early 2007 as part of the newly designed web site and available on CDs.

2.2 Generate and disseminate information

Information dissemination to members and partners has been realized in the form of publications (**Update, E-Journals, CSOs in the News and Resource Center Information Slip**); by way of various e-mails of interest, minutes (Membership Assembly), annual report, etc. Database information, especially from our Members and Consultant Databases, are frequently requested information, which have been provided. Members' List, as additional information on CRDA members, continued to be provided on cost and free basis, depending on requesting organization/individual.

A publication on good practices of member NGOs has been commenced, which will serve as a promotional tool for NGOs' work. In line with this, using a freelance photographer, CRDA had been able to visit projects of 13 of its member agencies¹ and take pictures of projects, which they wished to be promoted as good practices.

During the period under discussion, CRDA updated some of its promotional materials, such as the CRDA brochure and Resource Center materials. An information kit, which was previously prepared by a consulting firm, has now been updated as per the new Change Management of CRDA. This will be published and distributed in the first quarter of 2007.

¹ These NGOs were not selected on any criteria but are those that responded to an invitation extended by CRDA on members who wished the pictures of their projects to be taken.

As the regular PR media of CRDA, promotional materials have been produced at the end of the year and distributed among members and partners using the European New Year and Christmas as an ideal opportunity. Similar efforts, but with production of fewer materials, were also made during the Ethiopian New Year.

2.3 Identify and prioritize research areas

The second part of a study on the Contribution of NGOs in Ethiopia, which details various forms of contribution made by NGOs operating in Ethiopia to the development endeavor of the country, during the period 2002-2004, has been received from the consulting firm commissioned for the task. However, due to problems in information gathering, the study will be finalized in the first quarter of the following year and distributed.

An information needs assessment was carried out to assess information needs of CRDA member agencies and thereby improving the information service provision of CRDA. The final report submitted to CRDA where the results have been distributed among the CRDA Secretariat and Membership.

2.4 Systematically work with the media

Though NGO-Government relationships in Ethiopia have of late shown signs of slackening, there are attempts from both sides to re-institute the positive partnership, which used to be. Taking this into consideration, CRDA had also been attempting to start a regular radio program. Thus, it had been undertaking groundwork for such task as: selecting consultants who can work between CRDA and a selected radio station. With this process completed, the first quarter of 2007 will see actual regular program commencing. The focus of the radio program will be on the general operations and focus of NGOs and awareness raising of what CSOs/NGOs are.

For effective usage of media by CRDA members as well, CRDA plans to give a training program on Public relations and communication in early 2007. Thus, a background paper and Terms of Reference had been prepared to indicate what the training program should focus on.

2.5 Reorganize the CRDA Resource Center

During the period under discussion, a Book Day was organized by the Resource Center, where newly obtained books on development, training and workshop materials were displayed. A mini-photo exhibition, illustrating the history of CRDA, was also organized side by side.

The Resource Center receives various resources in donation (besides its regular annual purchase) and occasionally donates to very small community libraries, which are in dire need.

The Resource Center, as per its plan for 2006 to digitize especially its training, workshop and research materials, had been assessing the market for suitable firms to carry out the work and reviewing proposals. However, realization of this task was not possible during the year (due to technical problems) and therefore, the task will be re-bided in the following year.

The Resource Center continued to regularly produce and distribute its weekly publication CSOs in the News (excerpts of news from various government and private papers) and Information Slip, which is released every two weeks. This is a slip which informs of new arrivals in the Center. The Resource Center, to ensure that its services extend beyond its physical location, had also disturbed its catalogue (in hard copies – for those who do not have Internet access and cannot access the Center's on line database) to various public libraries located closer to the city center.

The Cyber Café had been giving Internet service to students, CRDA members, non-members and all other interested agencies. Due to problems of virus, the service, which had been temporarily suspended, was soon resumed with the completion of the LAN, which ensured a more reliable virus protection system.

CHAPTER THREE: PROMOTING POLICY ISSUES AND JOINT ACTION OF MEMBERS AND PARTNERS

Introduction

Within this activity, issues of good governance, human rights, democracy and ethics are promoted. Policies, proclamations and laws are reviewed so that members will be able to engage in informed debates. This will help to keep up the dynamism of CRDA membership and attract new members. Furthermore, speaking on behalf of the marginalized sector of society on both national and international forums, attempts are made to address problems through members' programs.

The efforts of members are supported and supplemented so that they may take their own initiatives. To this end, creating a more enabling environment for civil society organization through facilitation of Government-NGO dialogue platforms at national, regional and grassroots levels are essential elements within this function of CRDA.

3.1 Capacity enhancement

- To ensure capacity of members for effective engagement and response towards societal transformation are enhanced, facilitation work was carried out for the realization of EU Civil Society Fund familiarization workshop and Constituency Building Training for NGOs and CSOs in Awassa and Bahir Dar.
 - Distribution of information was another aspect in enhancing the memberships capacity in making informed decisions. For instance, information on the flood disasters in the country, gathered and distributed among the membership, helped in deciding and coordinating assistance to be provided for the emergency response.
 - Similarly, with financial assistance from SCIAF and Comic Relief visit to NGO urban projects with good practices were undertaken as a way for members to learn from each other and advocate urban issues. This had been done by publishing and disseminating the outcome of the visits. By the same token, programs of seven NGOs were visited by the Urban Development Forum (UDF). The validation workshop and publication of good practices will be undertaken in 2007.
- Two studies: **Capacity Assessment of NGOs engaged in Prevention and Control of HIV/AIDS** and documentation of **Good Practices** in their Response to HIV/AIDS in Ethiopia was commenced during the year under discussion and will be completed in the following year.

- A regional newsletter focusing on activities of NGOs operating in Amhara Region was initiated. The topics covered were: challenges, good practices, perspective of some officials about roles of NGOs, their common concerns and major events related to NGOs. Copies were distributed to various government bureaus, departments, public squares, hotels, NGOs, academic institutions and private individuals. All members and non-member NGOs in Amhara were invited to publicize their work on the newsletter.

3.2 Promoting policy issues

Various issues related to good governance, human rights, democracy and ethics were promoted through various activities as detailed below:

On the issue of constituency building, a manual and training proceedings was prepared during the period under discussion and distributed to Oxfam-GB (funder of the program). In a related manner, research is being undertaken on constituency building best experiences (among 10 selected CSOs) the results of which will be released in 2007.

A second constituency building training was organized and given to 70 CSO representatives selected from Awassa and Dire Dawa. A revised training manual and proceedings were also submitted.

Further activity undertaken on the issue was local experience sharing and exchange visit on best practices of constituency, which was organized following the first training program. 20 participants visited 10 selected CSOs and visited activities were filmed for documentation purposes. Similar visits have been planned abroad, that is to Kenya or Tanzania and guidelines and Terms of Reference were prepared for coordinating agencies in the hosting countries. Seven NGOs working on Human Rights, Gender, CBO, HIV/AIDS and Land Management and Environment had been identified for the visit, which will take place the following year.

In addition,

- Nine CSOs will be provided with small grants on constituency building, where their work will be implemented and monitored in 2007.
- Seven documents on constituency building will be released in 2007, as the groundwork of preparing Terms of Reference and hiring consultant for compiling these documents had been finalized.
- A summary report on “the accomplishment and lessons learned on constituency building project implementation (2002-2006)” was compiled and submitted to Oxfam-GB.

Various international days, such as Day of the Elderly, World Habitat Day, were promoted through different activities of the CRDA Forums. Issues of common concern among Forum members had also been promoted through research undertakings, e.g. exploring the situation of street people/beggars, identifying the food security situation of marginalized families.

In an attempt to familiarize the membership with international policy issues (e.g. World Trade Organization (WTO), Economic Partnership Agreement (EPAs)) and encourage lobbying and advocacy activities on the subject matters, workshop proposals had been drafted for actual realization the following year.

3.3 Promoting joint action

A number of initiatives of both members and non-members were supported by CRDA during 2006. Some of these are: Journalist sensitization workshop; interactive panel discussions on urban issues (including radio campaign), youth activities; etc. Working jointly with the Government, CRDA also participated in a National Fund Raising activity being a member of a National Fund-raising Sub-Committee that organized a Telethon Fundraising Luncheon Program. This was organized to support victims of the recent flood disasters in Ethiopia. The Sub-committee raised over 30 million Birr from the public and civil society organizations, including NGOs.

Preparation had been finalized for CRDA, its members and partners to participate in the forthcoming World Social Forum to be held in January 2007 in Nairobi, Kenya. Advocacy papers to be presented and National Programs to be realized at the Forum have been completed.

CRDA's activities along this line have been pronounced more than ever through its stronger networking and partnership building efforts. Cases in point are where East African Network of National AIDS Support Organizations (EANNASO), facilitated a visit in Ethiopia of partners and CRDA Forum Steering Committee. Similarly, being a member of the National Partnership Forum against AIDS, CRDA participated in making collective decisions on activities such as the World AIDS Campaign celebration.

CRDA, through the Urban Development Forum, had also been able to encourage joint action to promote issues, such as was possible when organizing international conference in country. For example, jointly organizing a conference with partners (INTA, CordAid and Dutch Habitat Plat Form) on Integrated City-wide Approach: Local Development through Integrated Urban Planning", where 19 countries participated.

Networking being one of the most important elements in promoting joint action, during the period under review, CRDA accomplished activities such as:

- Facilitating establishment of Eastern Ethiopia HIV/AIDS regional forum of NGOs;
- Setting up a new Regional Liaison Office in Amhara Region and reinstating CRDA's Eastern Liaison Office, where in both cases, inaugural meetings were held to make all development partners and members operating in the Regions aware of the existence of these offices,
- Organizing a consultative workshop to create regional Food Security Forum in Southern Region.
- Assisting and revising regional guidelines, which is hoped to facilitate NGO operation in the specific regions (e.g. Southern Region).

3.4 Membership Affairs

- New Membership applications were processed and a total of 30 new members accepted. 20 NGOs have been screened and are in the pipeline. On the other hand, membership status of five NGOs was cancelled.
- In response to the Strategic Direction adopted by CRDA, a new Membership screening process would be in place as of 2007, where revision was undertaken and finalized during the year under discussion.
- Regular Membership Assembly (now taking place every six months) was organized. Here CRDA Board member were also elected (partially as CRDA follows staggering election method).

CHAPTER FOUR : ENHANCING CAPACITY OF SECRETARIAT

Introduction

In order to enhance capacity of the CRDA Secretariat various administrative and technical support are provided. Staff functions that require such support are managing the resources of the CRDA, which are financial, physical and human with the aim of best utilization.

Leadership development, capacitating and empowering the Secretariat staff, exercising more modeling role, opening-up the space for dialogue and critiques have been the main functions here. CRDA has also revisited organizational set-up, systems and practices, through which organizational learning will be systematically institutionalized and practiced. To this effect, task of revisiting and revising existing policies, regulations, guidelines, manuals and procedures have been a major task on top of the regular program of the organization.

4.1 OD/ID process

The change process especially in terms of working on the OD/ID process and ensure its finalization has been an important element of this function.

In 2006, the Secretariat completed the OD/ID process and submitted its report to the Adhoc Committee set up by the CRDA Board. After an intensive and enriching process the Committee reviewed the report and gave its input. The final and updated version of the report was submitted to the CRDA Board and approved in August 2006. This was circulated among staff and discussed at the last staff retreat of the year.

With the approval of the OD/ID document, a flatter and leaner CRDA structure was proposed and the manpower to be deployed identified. The new structure came up with four Departments and a Service. It also identified sixty-four positions in the new structure.

4.2 Revision of documents and practices

The CRDA staff in its last retreat of the year held in Bahir Dar, reviewed working documents and discussed implementation aspect. Upon return, implementation was immediately started with a revision in the various Secretariat meetings: introduction of a weekly Management meeting, which replaced the weekly Senior Management Meetings.

The Secretariat also reviewed and prepared Terms of Reference for three proposed Membership Committees, four in house Committees and commenced staff placement in accordance with an Internal Vacancy Announcement posted within the CRDA Secretariat.

Office allocation, in accordance with the new structure and deployment of staff, was prepared for implementation effective as of January 1, 2007.

4.3 Human Resource Management

Human Resource Management is in the process of change with regards to the nature of the role to be performed. Some of the accomplishments during the year have been proposed structure, manpower deployment plan, revised work rules where administrative policies are indicated, introduction of application form for staff to identify positions they will like to be apply/placed into (career development) in line with the OD/ID process. Furthermore in 2006, the CRDA made a cost of living adjustment of 8.4%. The indicated increase covers all staff who have served CRDA for one year and more.

4.3.1 Manpower strength, composition and educational background

Manpower Strength at the end of the reporting period was 54 of which 33 or 61% were male and 21 or 39% were female.

Department	Male	Female	Total
OED	2	1	3
DED/Programme	1	2	3
DED/Policy	1	1	2
DRMD	5	4	9
AFS	10	2	12
NePRAD	9	2	11
ISD	2	4	6
IMD	3	5	8
G. Total	33	21	54

4.3.2 Educational background of staff

Type of Credential	Male	Female	Total
Masters	8	6	14
Post Graduate Diploma	1		1
BA/BSc.	8	4	12
College Diploma	8	7	15
Tech. Diploma	-	2	2
12th Grade Completed	3	1	4
Under 12 th Grade	5	1	6
Total	33	21	54

4.3.3 Employed and separated staff in the reporting period

While the Packard Program, Children and Youth, HIV/AIDS and Good Governance Forum Coordinators left CRDA; Secretary for Institutional Strengthening Department (ISD), Rural Development Forum Coordinator, PACKARD Program Coordinator, Assistant Program Coordinator, Information Management Officer, Regional Liaison Officers for Dire Dawa and Bahir Dar, HIV/AIDS Forum Coordinator were employed. Recruitment process was under way at the end of the reporting period for the positions of Accountant, Children and Youth Forum Coordinator.

4.3.4 Human Resource Development

Staff of CRDA attended different trainings, conferences and meetings both locally and abroad on the following topics:

a) Local training and conferences

- Local Peace Building and Conflict Resolution
- Non-Government Organizations (NGOs) Management and Leadership
- Strategic Planning/Management
- Resource Management in Organizational Development
- Team Work and Conflict Management in Organizational Development
- Networking and Collaboration in Organizational Development
- Introduction to Computer Networking
- Administrating File Resource and Introduction to Microsoft Outlook Web Access

b) Training and conferences attended abroad

- Africa Social Forum
- Land Conference at Institute of Social Studies

- Pre-AU Summit Event
- Linking PRSP to MDG Goals
- The 43rd Pre-sessional Working Group of the UN Committee on the Rights of the Child
- The 7th International Workshop on Resource Mobilization
- UN General Assembly Review and High level meeting on progress towards the implementation of the 2001 Declaration of Commitment on HIV/AIDS
- ATN Civil Society Strategy Meeting on Stop EPAs Campaign
- African Regional Capacity Building Network for HIV/AIDS Prevention and Care
- International Human Rights and Advocacy
- NGOs: The Principles and Politics of Humanitarian Action
- NGO Management and Leadership
- CRDA USA Board meeting
- SPHERE Board meeting
- ARCAN Project Steering Committee meeting
- Civil society and Capacity building
- Advocacy and Policy influencing

4.3.5 Staff retreat

In connection with the new change process and other pertinent issues, the first Staff Retreat of the reporting period was held in Nazareth. Departments discussed matters as related to CRDA Support Services Guidelines, OD/ID and planned activities of 2006. This was followed by the second retreat in Bahir Dar, where the OD/ID and related documents were discussed upon approval of the CRDA Board.

There had been consecutive General staff meetings, Department's meetings following the weekly Senior Management meetings and the monthly Management meetings following the Board meeting to discuss various policies, administrative and organizational issues, in general.

4.4 Vehicle Operation

4.4.1 Vehicle maintenance report

During the reporting period, of the Birr 300,000.00 allocated for the Fiscal Year 2006, the cost of vehicle maintenance for the year came up to Birr 313,953.41 where there is a cost of 5%. However, the cost overrun was covered from rental of vehicles. The following are the breakdown for labor and parts.

- Labor = Birr 96,273.61
- Parts = Birr 217,679.80

4.4.2 New vehicles added to the CRDA fleet

In the reporting period four new four-wheel drive vehicles were received thus easing the load on old vehicles. Two Nissan Patrols, were bought through WEM. One Nissan was bought through DCI fund; while a Toyota Land Cruiser was bought from SIDA fund.

4.5 Property Administration

In the reporting period, a consulting firm was contracted to undertake an evaluation study on outsourced activities of CRDA. The report was received and based on recommendations given, measures were taken. Regular inventory of fixed asset was also taken of these outsourced activities.

Ten vehicles are with members under a loan agreement entered with the member organizations while two members returned vehicles loaned to them.

Chapter Five: OVERVIEW OF FINANCIAL PERFORMANCE

Introduction

This section provides an overview of CRDA's year 2006 financial performance observed in the year against plans prepared originally for implementing activities under each of the five major Results and administrative costs, Delegated Resources, Emergency Relief Assistance for flood victims and special programmes.

As shown below, attempt has been made to make comparisons between actual performances and planned targets. Results obtained from this exercise have been used as a basis for analyzing and judging success, under two major categories, namely, "Income" and "Expenditure". The analysis went further and tried to observe the same on case by case basis, taking into consideration major "sources of financing" and "areas of expenditure", for income and expenditure categories, respectively.

Detailed quantitative information is provided using tables (Table 1 and 2). Parallel with these, narrative descriptions are provided with the aim of elaborating and putting stress on most important trends observed in the year and for explaining major reasons for significant deviations observed against the plan prepared originally.

5.1. Income - Resource mobilization

CRDA managed to mobilize and secure from various sources, internal and external, Birr 34,096,149 in the current year which is 84.8% of the income envisaged originally in the financing plan including delegated funds. The total fund made available for the year was Birr 52,348,793 including Birr 18,252,644 which was fund balances brought forward from the previous year. This shows that the overall performance of income collection observed in the year went in line with the required direction and was also very much favorable for the smoother and timely implementation of most of the activities planned for the year. Above all, it was clearly noticed that this performance achieved in the year provided additional opportunities for CRDA to expand the scope and coverage of its services.

As far as details are concerned, relatively higher performance was realized in the year in securing income to be obtained from various potential sources foreseen under the year 2006 financing plan. These include the timely collection of membership fees, securing additional income from managing delegated funds of donor partners and from the various out sourced facilities and infrastructures, and ensuring the timely collection of pledges from concerned donor partners as per the plan agreed-upon initially.

It is worthwhile to mention here that the performance registered in the year with a similar trend in the previous year particularly in the area of raising and mobilizing funds from delegated resources was found to be encouraging. One such opportunity used in the year towards this end was; of course, CRDA's increased acceptance and engagements for managing delegated resources of donor partners.

On the other hand, the overall income collection under the item “Cost sharing on joint operation”, i.e. 431% was the one that showed significantly higher performance in the year when compared to the previous year which was 39.59%. This was due to considerable efforts made to attract and ensure the participation of indigenous and international member agencies in its training programs and other joint initiatives organized in the year.

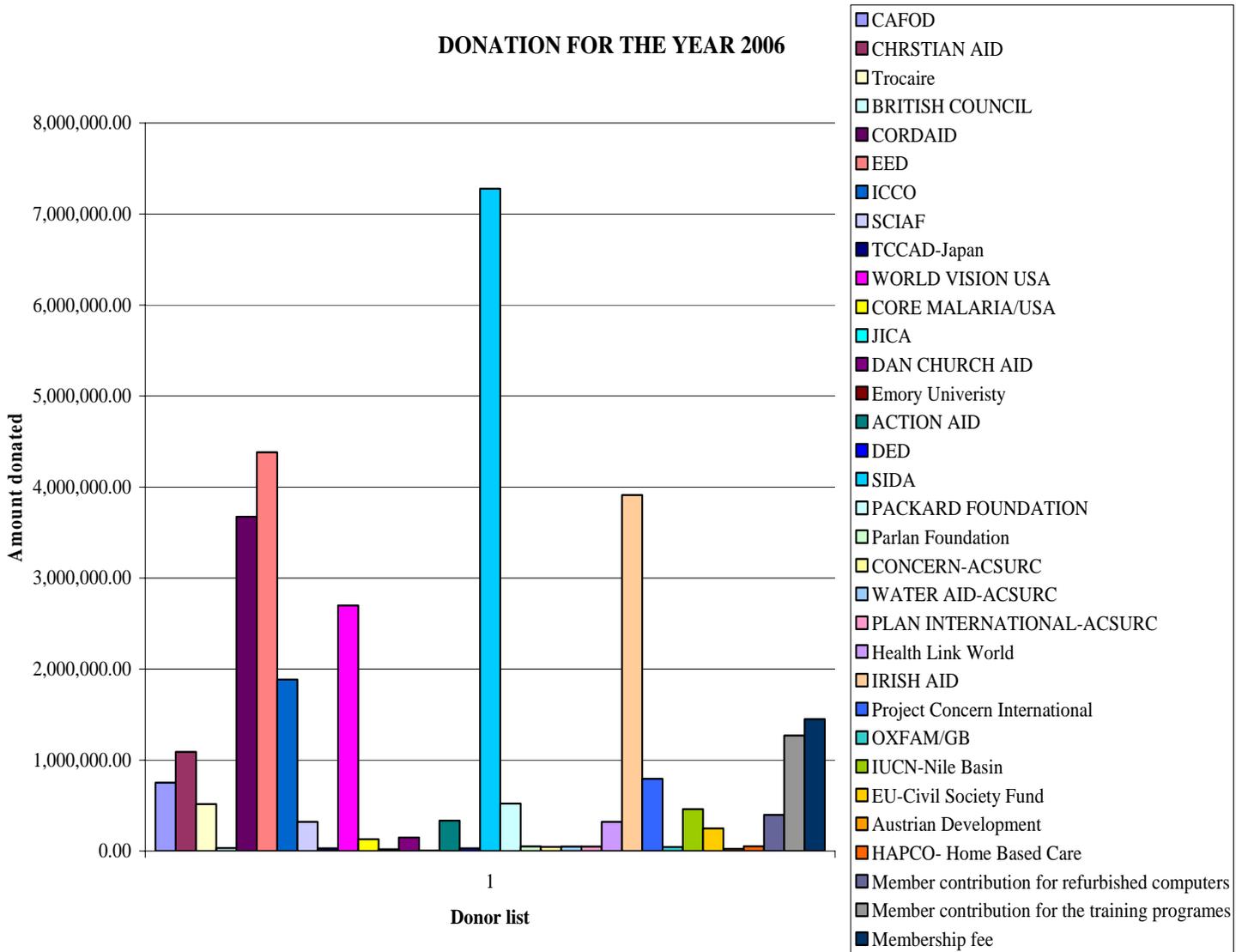
Table-1 below provides more detailed information on the actual status of income collection against targets envisaged originally under the year 2006 financing plan, by major sources of financing.

Table 1: Comparison between actual and planned Income by major sources of financing

	Sources	Financing Plan (A)	Actual income for the year (B)	Fund Balance Brought F/W (C)	Total Fund Available (D=B+C)	% of Achieve ment
1	Internal Sources					
1.1	Membership fee	1,000,000	1,449,375	-	1,449,375	145
1.2	Cost sharing on Joint operation with members and partners	350,000	1,508,433	-	1,508,433	431
1.3	Proceeds from the use of facilities of training center and workshop	537,500	340,306		340,306	63
1.4	Other Income (sales of publications, provision of services, etc)	1,021,380	889,080	-	889,080	87
	Sub Total Internal sources	2,908,880	4,187,194		4,187,194	144
2	Donors' Contribution					
2.1	Local Partners (UN agencies, Embassies, etc	1,000,000	966,835	3,579,713	4,546,548	455
2.2	Traditional Donors	19,041,185	13,738,651	1,728,674	15,467,325	81
	Sub Total Donors	20,041,185	14,705,486	5,308,387	20,013,873	99.86
	Total for Result 1 – 5 & Administration	22,950,065	18,892,679	5,308,387	24,201,067	105.45

3	Delegated Resources					
3.1	The David & Lucile Packard Foundation – Reproductive Health Program	6,034,914	521,071	5,513,843	6,034,914	100
3.2	SIDA – HIV/AIDs & Environment	8,810,099	7,278,374	5,302,977	12,581,351	143
3.3	Ireland Embassy - HIV/AIDS program	4,688,716	3,912,784	775,932	4,688,716	100
3.4	ICCO – Good Governance & HIV/AIDS	695,060		695,060	695,060	100
3.5	Project Concern International – Better Education & life Opportunities for Vulnerable Children	639,098	792,873		792,873	124
	Sub total Delegated Resources	20,867,887	12,505,102	12,287,812	24,792,914	119
4	Emergency Relief Assistance					
4.1	Terre Des Hommes Netherlands	431,809		431,809	431,809	100
4.2	<i>Ethiopian Community in Belgium</i>	23,085		23,085	23,085	100
4.3	Others	39,732		39,732	39,732	100
	Sub – total Emergency Relief Assistance	494,626		494,626	494,626	100
5	Special Program					
	World Vision – Polio Eradication	2,860,186	2,698,367	161,819	2,860,186	100
	<i>Grand Total</i>	<i>47,172,764</i>	<i>34,096,149</i>	<i>18,252,644</i>	<i>52,348,793</i>	111

DONATION FOR THE YEAR 2006



5.2 Expenditure – Resource Utilization

The total budget allocated for the year for implementing the various activities planned under each of the five results and covering CRDA overhead costs, delegated resources, Emergency Relief Assistance for Flood Victims and special programmes was Birr 47,172,764. The total actual expenditure was Birr 37,634,377 or 79.78% of the budget.

As mentioned earlier, considerable efforts have been made throughout the year in the direction of attracting more donors and local partners that are willing to contribute towards successful realization of CRDA’s two Strategic Aims.

CRDA purchased and supplied food items and clothing for the total amount of Birr 425,526 for flood victims in Dire Dawa, Southern and Amhara Regional states. Following this, CRDA spent Birr 172,000 for national fund raising telethon program organized by Government for the flood disaster.

The year 2006 was more or less a challenging year for CRDA due to various difficulties faced in to renewing its license and revising its Memorandum of Association with the Ministry of Justice. This caused relatively lower performance under result area three, good governance human rights democracy and ethics, which was 53.31%. On the other hand, it was a more fruitful year for CRDA in manifesting relatively higher performances, both in resource mobilization and utilization.

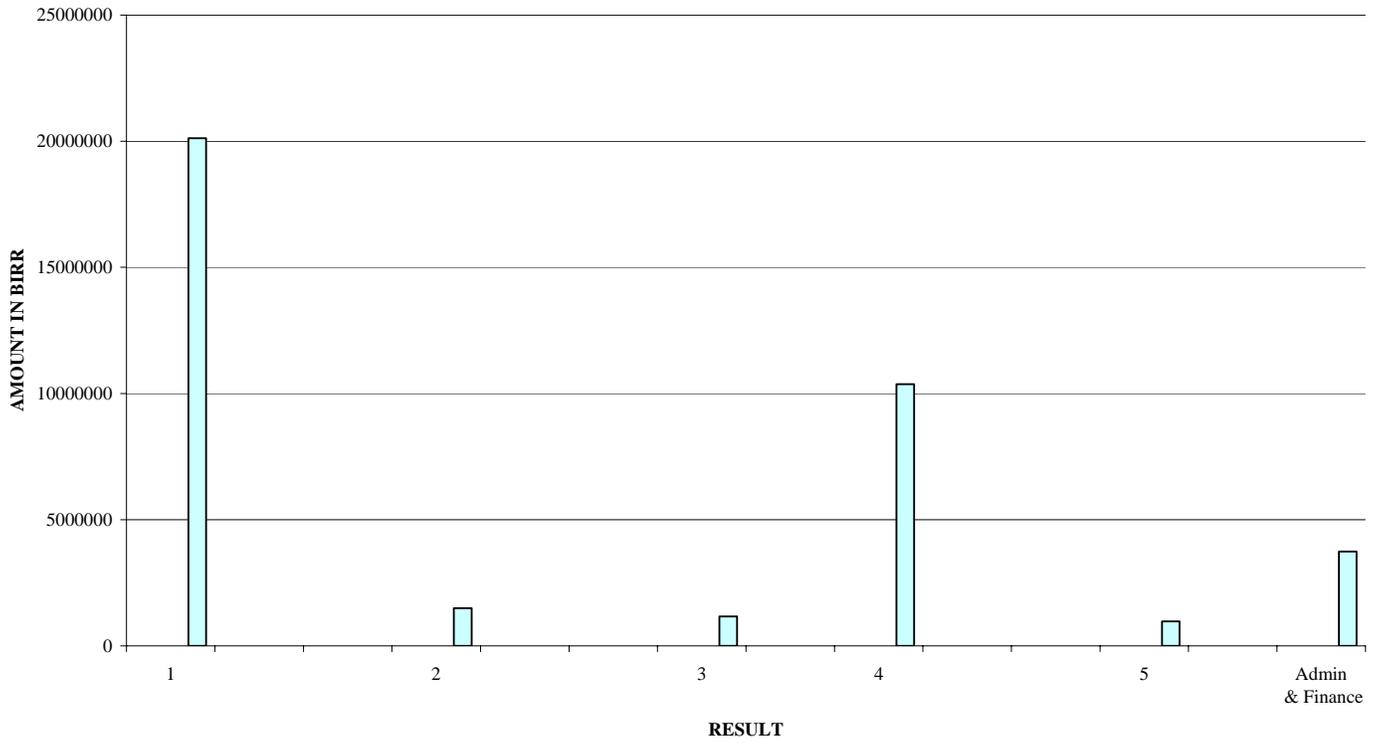
Table – 2 below provides more detailed information on the financial monitoring report comparing actual performance and budget for the year under review.

Table 2: Comparison between actual and planned expenditure by major areas of Expenditure

	<i>Result area/cost category</i>	Budget (A)	Actual Expenditure (B)	% of Achievement
1	Result 1:Capacity of Members for effective engagement and response towards societal transformation enhanced	9,876,060	8,084,642	81.86
2	Result 2: Improved availability, access, and use of diversified, relevant and up to date information	1,966,050	1,494,217	74.86
3	Result 3: Good Governance, human rights, democracy and ethics enhanced	2,190,155	1,167,552	53.31
4	Result 4: Joint action of members and partners and their responsiveness to existing and emerging issues of concern promoted	3,870,600	4,899,986	126.59
5	Result 5: Capacity of the CRDA Secretariat enhanced towards facilitating members and partners engagement	1,137,520	810,771	71.28
	Sub total	19,070,385	16,457,168	86.3
6	CRDA Administration including capital			

	Expenditure	2,786,820	3,737,071	134
	Sub total	21,857,205	20,194,239	92.39
7	Contingency	1,092,860	-	0
	Total R1 – R5 & Admin. Including capital expenditure	22,950,065	20,194,239	87.99
8	Delegated Resources			
8.1	The David and Lucile Packard Foundation – Reproductive Health Programme	6,034,914	2,199,785	36.45
8.2	SIDA - HIV/AIDS & Environment	8,810,099	6,730,441	76.39
8.3	Ireland Embassy - HIV/AIDS	4,688,716	4,058,904	86.57
8.4	ICCO - Good Governance & HIV	695,060	326,862	47.03
8.5	Project Concern International – Better Education & life Opportunities for Vulnerable	639,098	614,933	96.22
	Sub total D/Resources	20,867,887	13,930,927	66.76
9	Emergency Relief Assistance			
9.1	Terre Des Hommes Netherlands	431,809	402,460	93.20
9.2	Ethiopian Community in Belgium	23,085	23,066	99.92
9.3	Others	39,732		0
	Sub total Emergency Relief Assistance	494,626	425,526	86.03
10	Special Program			
	World Vision – Polio Eradication	2,860,186	2,930,233	102.37
	Core Malaria	153,452	153,452	100
	Grand Total	47,172,764	37,634,377	79.78

EXPENDITURE BY RESULT



5.3 Audited Financial Report

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Getachew Kassaye & co.
Chartered Certified Accountants

Tel. 011 - 551 37 11 011 - 551 17 08
011 - 551 74 47 011 - 551 72 76
Fax. 251-11- 551 02 20

P.O. Box 1432
ADDIS ABABA
ETHIOPIA

AUDITORS' REPORT TO THE MEMBERS OF THE CHRISTIAN RELIEF AND DEVELOPMENT ASSOCIATION

1. We have audited the financial statements of the Christian Relief and Development Association (CRDA) for the year ended December 31, 2006 set out on pages 3 to 18 which have been prepared on the modified accruals basis and the accounting policies stated on page 5.

RESPECTIVE RESPONSIBILITIES OF MANAGEMENT AND AUDITORS

2. The Association's Management is responsible for the preparation of the financial statements. It is our responsibility to form an independent opinion, based on our audit, on those statements and to report our opinion to you.

BASIS OF OPINION

3. We conducted our audit in accordance with Generally Accepted Auditing Standards and guidelines issued by Disaster Prevention and Preparedness Agency. An audit includes examination, on a test basis, of evidences relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgments made by the Management in the preparation of the financial statements and of whether the accounting policies are appropriate to the CRDA's circumstances, consistently applied and adequately disclosed.
4. We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance as to whether the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion, we also evaluated the overall adequacy of the presentation of information in the financial statements.



OPINION

5. In our opinion, the financial statements of CRDA give a true and fair view of the state of the Association's affairs as at December 31, 2006 and the income (receipts), expenditures and changes in fund balances for the year then ended.

Getachew Kassaye & Co.
GETACHEW KASSAYE & Co.
Chartered Certified Accountants

Addis Ababa
May 18, 2007



CHRISTIAN RELIEF AND DEVELOPMENT ASSOCIATION
BALANCE SHEET AS AT DECEMBER 31, 2003

	Notes	Birr	2005 Birr
<u>ASSETS EMPLOYED</u>			
FIXED ASSETS	2b, 3	<u>29,236,709</u>	29,506,439
<u>CURRENT ASSETS</u>			
Office supplies/printing materials	2c	229,439	417,168
Receivables and prepayments	4	1,572,577	1,249,666
Blocked bank account (truck sales)		4,568,638	4,900,597
Commercial Nominees (provident fund)		1,285,978	1,302,061
Cash at bank and in hand	5	<u>17,389,975</u>	<u>19,482,839</u>
		<u>25,046,607</u>	<u>27,352,331</u>
<u>LESS : CURRENT LIABILITIES</u>			
Payables/accruals	6	1,749,593	1,391,008
Staff termination pay	7	1,879,730	1,772,708
Project fund payable	8	<u>3,607,927</u>	<u>3,385,509</u>
		<u>7,237,250</u>	<u>6,549,225</u>
NET CURRENT ASSETS		<u>17,799,357</u>	20,803,106
TOTAL NET ASSETS		<u>47,036,066</u>	<u>50,309,545</u>
<u>FINANCED BY</u>			
GENERAL FUND	9	15,580,855	18,252,645
FIXED ASSETS VALUATION FUND	10	29,236,709	29,506,439
HEADQUARTERS CONSTRUCTION FUND	11	(2,350,136)	(2,350,136)
RESTRICTED FUND	12	<u>4,568,638</u>	<u>4,900,597</u>
		<u>47,036,066</u>	<u>50,309,545</u>



CHRISTIAN RELIEF AND DEVELOPMENT ASSOCIATION
INCOME AND EXPENDITURE STATEMENT
FOR THE YEAR ENDED DECEMBER 31, 2006

	Notes	Result 1 Birr	Result 2 Birr	Result 3 Birr	Result 4 Birr	Result 5 Birr	Admin and Finance Birr	Emergency Relief Assistance Birr	Total Birr	2005 Total Birr
INCOME										
Cash donations	13	18,097,511	1,568,064	1,305,747	8,843,944	758,492	2,293,005	-	32,866,763	24,873,363
Other income	14	340,306	-	-	-	-	889,080	-	1,229,386	1,412,557
		18,437,817	1,568,064	1,305,747	8,843,944	758,492	3,182,085	-	34,096,149	26,285,720
EXPENDITURE										
Project funding/ expenditures	15-20	20,098,555	1,494,217	1,167,553	9,900,686	810,770	3,737,071	425,525	37,634,377	26,415,769
EXCESS (DEFICIT)		(1,660,738)	73,847	138,194	(1,056,742)	(52,278)	(554,986)	(425,525)	(3,538,228)	(130,049)
BEGINNING GENERAL FUND BALANCE										
		12,266,595	72,868	185,434	3,834,404	183,187	1,215,530	494,626	18,252,644	17,421,657
		10,605,857	146,715	323,628	2,777,662	130,909	660,544	69,101	14,714,416	17,291,608
ADJUSTMENTS										
Sundry		(2,336)	-	-	131,351	-	234,240	-	363,255	380,351
Unutilized fund released		425,055	-	-	28,641	-	-	-	453,696	414,199
Prior year adjustments		-	-	-	-	-	49,488	-	49,488	166,487
		422,719	-	-	159,992	-	283,728	-	866,439	961,037
ENDING GENERAL FUND BALANCE		11,028,576	146,715	323,628	2,937,654	130,909	944,272	69,101	15,580,855	18,252,644

KEY

RESULT 1 - Stands for - "Capacity of members for effective engagement and response towards societal transformation enhanced"
 RESULT 2 - "Improved availability, access and use of diversified, relevant and up to date information"
 RESULT 3 - "Good Governance Human Rights, Democracy and Ethics"
 RESULT 4 - "Collective action of members and partners and their responsiveness to emerging and existing issues of concern prompted"
 RESULT 5 - "Capacity of the CRDA secretariat enhanced towards facilitating members' and partners' engagements"



33 CASH DONATIONS

DONORS	Admin. & Finance					2005	
	Result 1 Birr	Result 2 Birr	Result 3 Birr	Result 4 Birr	Result 5 Birr	Total Birr	Total Birr
CAFOD	382,348	86,735	86,735	86,735	52,041	752,417	808,412
EED	1,471,338	770,304	494,651	773,928	317,156	4,382,379	3,664,065
ICCO	222,827	-	-	1,662,167	-	1,884,994	1,725,348
TROCAIRE	185,829	77,428	77,429	77,429	51,619	516,191	553,896
CORD AID	2,005,839	543,426	407,569	309,217	271,713	3,673,621	1,681,491
Global Ministries Christian Aid	-	-	-	-	-	-	408,144
LWF	216,650	90,271	90,271	578,332	60,181	1,089,868	992,825
Concern	-	-	-	46,000	-	46,000	-
Water Aid	-	-	-	50,000	-	50,000	-
Plan International	-	-	-	50,000	-	50,000	-
Ireland Embassy (DCI)	-	-	-	3,912,784	-	3,912,784	1,202,200
SIDA	7,278,374	-	-	-	-	7,278,374	6,514,146
SCIAF	322,435	-	-	-	-	322,435	299,611
ActionAid Ethiopia	-	-	-	335,000	-	335,000	109,200
Health Link World	-	-	-	321,919	-	321,919	-
Dan Church Aid	-	-	149,092	-	-	149,092	263,101
PANE	-	-	-	-	-	-	7,296
DFID	-	-	-	-	-	-	194,625
CIDA	-	-	-	-	-	-	445,953
UNAIDS	-	-	-	-	-	-	60,200
JICA	21,000	-	-	-	-	21,000	28,500
World Vision	2,698,367	-	-	-	-	2,698,367	1,574,743
Church World Service NCCC/USA	-	-	-	-	-	-	445,254
NOVIB	-	-	-	-	-	-	57,738
Project Concern International	792,873	-	-	-	-	792,873	-
Frudskorpset	-	-	-	-	-	-	55,724
DED	-	-	-	30,000	-	30,000	21,000
British council	33,000	-	-	-	-	33,000	52,500
Core malaria	129,885	-	-	-	-	129,885	-
TCCDAD - Japan	29,509	-	-	-	-	29,509	-



DONORS	Result 1	Result 2	Result 3	Result 4	Result 5	Admin. & Finance	Total
	Birr	Birr	Birr	Birr	Birr	Birr	Birr
IUCN	-	-	-	460,690	-	-	460,690
Norwegian Church Aid (NCA)	-	-	-	-	-	-	-
OXFAM/GB	-	-	-	44,590	-	-	44,590
European Union	250,211	-	-	-	-	-	250,211
Parlan Foundation	-	-	-	51,695	-	-	51,695
David and Lucile Packard foundation	521,071	-	-	-	-	-	521,071
Austrian development	24,067	-	-	-	-	-	24,067
Members contribution to refurbished computers	398,438	-	-	-	-	-	398,438
Members contribution for training programme	1,109,995	-	-	-	-	-	1,109,995
HAPCO	-	-	-	53,458	-	-	53,458
Emory University	3,465	-	-	-	-	-	3,465
Membership fee	-	-	-	-	-	1,449,375	1,449,375
TOTAL	18,097,511	1,568,064	1,305,747	8,843,944	758,492	2,293,005	32,866,763
							24,873,363



CHAPTER SIX: CHALLENGES AND OPPORTUNITIES

During the reporting period, CRDA faced several challenges, the major ones being:

- The political administration dilemma in the City Administration of Addis Ababa that created precarious situation on the fate of the City's line departments' officials and which has decreased their commitment to establish and/or maintain a viable partnership relationship with CRDA Regional Office,
- Due to a major directional shift, i.e., societal transformation; adaptation of this and its assimilation into the new Strategic Directions of CRDA has been gradual, thereby impacting on performance,
- As a result of the 2005 National Election and the situation created between NGOs and the Government, there have been difficulties in the operating environment of NGOs. Though, there is an attempt of re-establishing amicable relations, this is only gradual.
- Being under-staffed within departments has made undertaking of planned activities difficult,
- Unsatisfactory members' response to various invitations sent out for training, in-house workshops, experience sharing, or information gather on matters of organizational profile, needs assessment, etc. has made full members' participation on different matters challenging,
- Routine activities seem to take up too much time of staff as compared to working on improving quality and effectiveness of tasks, and
- Delay in implementation of service guidelines, which at times has created confusion in performing tasks.

Nonetheless, there were opportunities that CRDA took advantage of. For instance,

- As a result of CRDA Change Process, increasing attention has been given to CRDA Regional Offices, which served as a good opportunity for an energetic engagement.
- Sequential and regular mentoring/monitoring visits conducted has been found to be quite useful to take corrective measures on time towards implementing projects.
- Capacity building as a continuous process has enhanced the capacity of most of the previous partners to design relatively better project proposals.
- 2005's political situation has enhanced CRDA's image creating greater interest among the general public and other non-government agencies. CRDA's provocative role has been looked upon positively by such agencies that it has opened new opportunities for partnership building locally and abroad.

ANNEXES

Annex 1- Monitoring and Evaluation

S.No	Activities	Annual Target	1ST Quarter	2nd Quarter	3rd Quarter	4th Quarter	Annual Achievements	Remark
1	Conduct Monitoring and Evaluation visits.	60	15	15	15	24	69	The reports were submitted to DED, Finance and DRIMD on time.
2	Conduct Pre - Funding Visits.	16	4	4	5	-	13	"
3	Prepare Lists and Statuses of Active and Long-Out-Standing Micro-Projects and recommend action to be taken.	79	-	79	52	54	54	"
4	Write Reminding Letters	54	-	-	-	-	35	As per the reminding letters sent from CRDA NGO's are responding positively.
5	Supervise, follow-up and prepare short advisory notes on deviations during project implementation.	40	10	10	10	-	30	The advice concentrates on local member NGOs recently financed CRDA member NGO's projects.
6	Held responsible for ICCO Projects.	-	-	-	-	4	4	The 4 projects financed by ICCO/CRDA were monitored and reported in a meeting held with Mr. Egbert for further

								extension or replication purposes.
7	PCI Projects	-	-	-	-	3	3	Along with people from PCI it was possible to monitor 3 projects and managed to submit reports and recommendations to DED/Programs.
8	Prepared Minutes to close 8 long out standing projects of members	-	-	-	-	8	8	Prepared Minutes and managed to close 8 Long out standing projects of Member NGOs.
9	Prepared Minutes to close 13 Long out standing projects of Non - Members	-	-	-	-	13	13	Prepared Minutes and managed to close 13 Long out standing projects of Non - Member NGOs.
10	Provide backstopping services in the fields of M&E, project appraisal and implementation techniques during project monitoring.	60	10	10	15	20	55	This activity was realized during monitoring of member projects.
11	Take part when M&E training and system designing for CRDA Members take place.	4	1	-	1	-	2	Participated and contributed for the success of the training and also identified member NGOs

								that established M&E system for experience exchange.
12	Attend different Workshops and Seminars organized by CRDA or by others and represent CRDA when assigned.	15	5	4	8	10	27	Assigned by DED/Programs.
13	Attend Organization and Human Resource Development Committee (OHRDC) Meetings as per the tentative Monthly Schedule.	12	3	3	3	3	12	I am a member of the standing Committee. The Committee also accomplished successfully placement of the CRDA staff recently.
14	Prepare and submit progress reports on Plan Vs Achievement, on Quarterly, Semi-Annually and Annual Basis.	6	1	2	1	2	6	Reports were prepared and submitted on time to DED/Programs on time.

Annex 2-List of CRDA Members

No.	Organizations
1.	Aba Woldettensae Gizaw's Mothers and Children Welfare Association (L)
2.	Abebech Gobena Yehetsanat Kebekabena Limat Dirigit (L)
3.	Aberash Memorial Development Organization (L)
4.	ACDI/VOCA (I)
5.	Action Aid-Ethiopia (I)
6.	Action for Development (L)
7.	Action for Self-Reliance Organization (L)
8.	Addis Ababa Mulu Wengel Believers Church Relief and Dev't Program (L)
9.	Addis Development Vision (L)
10.	Adey Integrated Development Organization (L)
11.	ADHENO-Integrated Rural Development Association
12.	Adult and Non-Formal Education Association in Ethiopia (L)
13.	Adventist Development and Relief Agency (I)
14.	Afar Mothers and Child Care Organization (L)
15.	Afar Pastoralist Development Association (L)
16.	African Development Aid Association (L)
17.	African Medical and Research Foundation (I)
18.	African Network for the Prevention of and Protection Against Child Abuse and Neglect in Ethiopia (L)
19.	African Service Committee Inc. (I)
20.	Africare/Ethiopia (I)
21.	Agency for Cooperation and Research in Development (I)
22.	Agency for the Assistance of Refugees, Displaced and Returnees (L)
23.	Agri Service Ethiopia (L)
24.	Alem Children Support Organization (L)
25.	Alliance for Development (L)
26.	Almaz Children and Family Support Organization (L)
27.	Alnejah Relief, Rehabilitation and Development Organization (L)
28.	American Joint Distribution Committee (I)
29.	Amhara Development Association (L)
30.	Anti-Malaria Association (L)
31.	Arat Kilo Child Care and Community Development (L)
32.	Arba Minch Rehabilitation Center (L)
33.	Association for the Dev't and Construction of Dessie and its Environs (L)
34.	Association for the Rehabilitation of Girls (L)
35.	Association of Development and Aid in Warehimeno area in Southern Wollo (L)

36.	Association of Environmental Development in Ethiopia (L)
37.	Bahir Dar Medhane Alem Orphan & Destitute Family Support & Training Center (L)
38.	Berhane Hiywot Children's Village and Family Service Organization (L)
39.	Beza Organizing Association of Women in Need (L)
40.	Birhan Integrated Community Development Organization (L)
41.	Bisrat Development and Aid Organization (L)
42.	Bright Hope Organization (L)
43.	Call Ethiopia (L)
44.	Campaign Against AIDS (L)
45.	Canadian Food Grains Bank (I)
46.	Canadian Physicians for Aid and Relief (I)
47.	CARE/Ethiopia (I)
48.	Catholic Relief Service (I)
49.	Center for Development Initiatives (L)
50.	Center International de Development et de Recherché (I)
51.	Centre for Peace and Prosperity (L)
52.	Charity Development Association (L)
53.	CHER Ethiopia (Society for Humanitarian and Development Assistance) (L)
54.	Cheshire Foundation Ethiopia (I)
55.	Cheshire Services Ethiopia (L)
56.	Children Aid Ethiopia Organisation (L)
57.	Children's Heart Fund of Ethiopia (L)
58.	Christian Aid (I)
59.	Christian Children's Fund Inc. (I)
60.	Christian Children's Fund of Canada (I)
61.	Christoffel Blinden Mission (I)
62.	Church of Christ (I)
63.	Community and Environment Development Action (L)
64.	Community Development Promotion Organization (L)
65.	Community Development Service Ethiopia (L)
66.	Comunita Volontari Per Il Mondo (I)
67.	Concern (I)
68.	Cooperazione Internazionale (I)
69.	CUUAM (I)
70.	Dan Church Aid (I)
71.	Dawn of Hope Ethiopia (L)
72.	Destitute Elders' Welfare and Development Association (L)
73.	Dire Dawa Trust Fund Association (L)
74.	Dorcas Aid International Ethiopia (I)

75.	Education for Development Association (L)
76.	Elshaday Relief and Development Tigray (L)
77.	Emanuel Light and Life Development Association (L)
78.	Emmanuel Development Association (L)
79.	Emmanuel Home (I)
80.	Environmental Protection and Assistance Organization (L)
81.	EOC/Child and Family Affairs Organisation (L)
82.	Ethiopian Addis Kidan Baptist Church (L)
83.	Ethiopian Aid (L)
84.	Ethiopian Catholic Secretariat (L)
85.	Ethiopian Environmental NGO (L)
86.	Ethiopian Evangelical Church Mekane Yesus (L)
87.	Ethiopian Full Gospel Believers Church Development Organization (L)
88.	Ethiopian Gemini Trust (L)
89.	Ethiopian Kale Heywet Church Development Programme (L)
90.	Ethiopian Muslims Relief & Development Association (L)
91.	Ethiopian Orthodox Church/DICAC (L)
92.	Ethiopian Pastoralist Research and Development Association (L)
93.	Ethiopian Rainwater Harvesting Association (L)
94.	Ethiopian Rural Self Help Association (L)
95.	Ethio-Wetland and Natural Resources Association (L)
96.	Facilitator's for Change Ethiopia (L)
97.	Fafan Development Organization (L)
98.	Family and Children Integrated Development Foundation (L)
99.	Family Guidance Association of Ethiopia (L)
100.	FARM-Africa (I)
101.	Feed the Children (L)
102.	Felege Birhan - Association for the Advancement of Primary Education in Ethiopia (L)
103.	Focus-on Children at Risk (L)
104.	Food for the Hungry International (I)
105.	Forum on Street Children-Ethiopia (L)
106.	Friends' Association for Children and Elders (L)
107.	German Agro Action (I)
108.	German Foundation for World Population (I)
109.	GOAL Ethiopia (I)
110.	God for People Relief and Development Organization (L)
111.	Godanaw (L)
112.	Goh Child, Youth and Women Development Organization (L)

113.	Gondar Relief, Rehabilitation & Development Association (L)
114.	Good Neighbors Ethiopia (I)
115.	Good Samaritan Association (L)
116.	Good Shepherd Family Care Service (L)
117.	Grace Baptist Church Development Programme (L)
118.	Grar Bet Ledekuman (L)
119.	Gudina Tumsa Foundation (L)
120.	Guraghe People Self-Help Development Organization (L)
121.	Habitat for Humanity Ethiopia (I)
122.	Handicap International (I)
123.	Handicap National (L)
124.	Harrari Relief & Development Association (L)
125.	Health Aid/Ethiopia and Integrated Community Development (L)
126.	Help for Persons with Disabilities Organization (L)
127.	HelpAge International (I)
128.	Helvetas Ethiopia Swiss Association for International Cooperation (I)
129.	Hibir Integrated Community Development Organization (L)
130.	Hibretezeb Akef Limat Drijit (L)
131.	Hilfswerk der Evangelischen Schweiz (I)
132.	Hiwot HIV/AIDS Prevention, Care and Support Organization (L)
133.	Hohete Tesfa for Ethiopian Street Children Inc (L)
134.	Hope Enterprises (L)
135.	Hope for All (L)
136.	Hope for Rural Children and Orphans (L)
137.	Hope International Development Agency (I)
138.	HUNDEE (Oromo Grassroots Development Initiative) (L)
139.	Impact: Association for Social Services and Development (L)
140.	Initiative Africa (L)
141.	Integrated Family Service Organization (L)
142.	Integrated Holistic Approach-Urban Development Project (IHA/UDP) (L)
143.	Integrated Service for AIDS Prevention and Support Organization (L)
144.	Inter Aide France (I)
145.	International Aid Service (I)
146.	International Committee for the Development of Peoples (I)
147.	International Institute of Rural Reconstruction (I)
148.	International Medical Corps (I)
149.	International Rescue Committee (IRC) (I)
150.	International Trachoma Initiative - Ethiopia (I)
151.	Ipas (I)

152.	Islamic Relief (I)
153.	Jerusalem Children and Community Development Organization (I)
154.	Jesuit Refugee Service (I)
155.	Kangaroo Child & Youth Development Society (L)
156.	Kembatta Women's Self-help Center (L)
157.	Kidane Mihret Students Self-Help Association (KIMSSA) (L)
158.	Kids Care Children Nursing, Fostering and Adoption Services (L)
159.	Kind Hearts Child Aid Development Organization (L)
160.	Kindernothilfe (Help for Children in Need) (I)
161.	Land Mine Survivor Network – Ethiopia (LSN-Eth) (L)
162.	Lay Volunteers International Association (I)
163.	Life in Abundance Ethiopia (L)
164.	Love for Children Organization (L)
165.	Lutheran World Federation/WS (I)
166.	Maedot Family Based Integrated Development (L)
167.	MAMA Humanitarian NGO (L)
168.	Manna Child & Sponsorship Family Aid & Community Development Organization (L)
169.	Marie Stops International-Ethiopia (I)
170.	Mary Joy Aid Through Development (L)
171.	Maseresha Maternity Center (L)
172.	Mathiwos Wonda - YeEthiopia Cancer Society (L)
173.	Meda Welabu Elders and Disabled People Development Organization (L)
174.	Medicine Sans Frontiers Holland (MSF) (I)
175.	Medico Social Development Assistance for Ethiopia (L)
176.	Mekane Hizunan Welfare Organization (L)
177.	Mekdim Ethiopia National Association (L)
178.	Mennonite Mission in Ethiopia (I)
179.	MERLIN (I)
180.	Meserete Kristos Church Relief and Development Association (L)
181.	Migbare Senay Children and Family Support Organization (L)
182.	Moses Children's Home (L)
183.	Multi-Purpose Community Development Project (L)
184.	Nathret Children's Center and Integrated Community Development (L)
185.	New Life Community (L)
186.	New Vision in Education Association (L)
187.	Norwegian Church Aid (I)
188.	Ogaden Welfare and Development Association (L)
189.	Organization for Rehabilitation and Development in Amhara

190.	Organization for Social Service for AIDS in Ethiopia (L)
191.	Organization for the Prevention Rehabilitation and Integration of Female Street Children (L)
192.	Organization for Women in Self-Employment (L)
193.	Oromo Self Help Organization (L)
194.	Oromo Self-Reliance Association (L)
195.	OXFAM America (I)
196.	OXFAM Canada (I)
197.	Oxfam/GB (I)
198.	Partnership for Integrated Sustainable Development Association (L)
199.	Pastoralist Concern Association Ethiopia (L)
200.	Patmost International (I)
201.	People to People Inc (I)
202.	Pestalozzi Children's Foundation (PCF) (I)
203.	Plan Ethiopia (I)
204.	Pro Pride (L)
205.	Professional Alliance for Development Ethiopia (L)
206.	Project Mercy (I)
207.	RATSON (Women Youth Children Development Programme) (L)
208.	Redeem the Generation Ethiopia (L)
209.	Rehabilitation and Development Organization (L)
210.	Rehabilitation Center for Victims of Torture in Ethiopia (L)
211.	Relief Society of Tigray (L)
212.	Resurrection and Life Aid through Development (L)
213.	Rift Valley Children and Women Development (L)
214.	Rural Organization for the Betterment of Agro-pastoralists (L)
215.	Salem Women Self Help Training and Production Center (L)
216.	Save the Children Canada (I)
217.	Save the Children/Denmark (I)
218.	Save the Children/Norway (I)
219.	Save the Children/UK (I)
220.	Save the Children/USA (I)
221.	Selam Children's Village (L)
222.	Selam Environmental Development Association (L)
223.	Selam Hiwot Street Children Prevention and Rehabilitation Organization (L)
224.	Self Help Development International (I)
225.	Sike Women's Development Association (L)
226.	Society for Women and AIDS in Africa (L)
227.	Society of International Missionaries (SIM) (I)

228.	SOS Children's Village Ethiopia (I)
229.	SOS Enfants Ethiopie (I)
230.	SOS-Sahel International/UK (I)
231.	Street Children and Mothers Aid Organization (L)
232.	Sustainable Land Use Forum (L)
233.	Sustainable Natural Resources Management Association (L)
234.	Swedish Philadelphia Church Mission (I)
235.	Swedish Save the Children (I)
236.	Swiss Evangelical Nile Mission (I)
237.	Team Today and Tomorrow (L)
238.	Tearfund Horn Africa Regional Office (I)
239.	Tesfa Integrated Rural Development and Social Services (L)
240.	Tesfa Social and Development Association (L)
241.	Tesfa Tsion Dirigit (L)
242.	The Hunger Project Ethiopia (I)
243.	Tigray Disabled Veterans Association (L)
244.	Tilla Association of Women Living with HIV (L)
245.	TROCAIRE-Ethiopia (i)
246.	Voluntary Service Overseas (I)
247.	Wabe Children's Aid and Training (L)
248.	Wanta Rural Development Association (WRDA) (L)
249.	Water Action (L)
250.	Water Aid (I)
251.	Welfare for the Street Mothers and Children Organization (L)
252.	Wide Horizons for Children Inc. (I)
253.	Wolaita Development Association (L)
254.	Women and Children Development Organization (L)
255.	Women Support Association (L)
256.	World Vision International/Ethiopia (I)
257.	Ye Ethiopia Goji Limadawi Dirgitoch Aswogaj Mehaber (L)
258.	Yeteem Children's and Destitute Mothers Fund (L)
259.	Yezelalem Minch Children Home (L)
260.	Zema Setoch Lefitih Mahber (L)
261.	Zion Trust Street Children Rehabilitation Center(L)
262.	ZOA Refugee Care Netherlands (I)