1. Message from the Executive Director

“Our journey, which we started along with CRDA’s new strategic direction, is long and very complex. It is true that we have just begun this journey and it is not yet over…. So, very crucial for our success in every single stride is our respect and continued allegiance to the CRDA mission, values and principles, and our enthusiasm at all times to learn from its challenges and lessons”

Much has been said already regarding the very crucial steps taken by CRDA in 1997 towards developing its Strategic Plan. This new strategic shift was very relevant and timely for better organizing and streamlining the Association’s work and allowing effective utilization of its meager resources towards bringing the required impact and success eventually.

This is mainly because it provides clear indication of ways and means for CRDA to play a more meaningful and proactive role in addressing the needs and priorities of its member agencies. This, in turn, paves the way towards eventually supporting the livelihood of the majority of the country’s population living in abject poverty, both in urban and rural areas. To this end, the two Strategic Aims of CRDA, envisaged already under the Strategic Plan Document, and the five main results identified and considered side by side, have been found to be very appropriate and valid.

Throughout the implementation of CRDA’s First Three-year Program (1999-2001), we have tried to be very cautious in streamlining the Association’s major services and the use of its resources towards enhancing the organizational and Program capacity of member agencies and for the creation of an enabling environment to their work in the country.

True, we admit much remains to be done at subsequent stages to further refine and intensify some major issues related to the CRDA capacity building package, including strategies and approaches, as well as in relation to its advocacy and lobbying practices. Nevertheless, those gradual improvements realized so far, particularly in clarifying, adjusting and streamlining of concepts, issues and direction of major CRDA services, have been found to be very encouraging in general.

As mentioned above, this is just a start and we are left with a long journey ahead of us. It is true that a lot has been learnt from our experience so far. From these lessons, we have noted very clearly that there are still some growth areas that need to be investigated and further intensified with the aim of ensuring that the two Strategic Aims of CRDA are successfully realized.

Accordingly, we have tried to ensure systematic consideration and inclusion of such important issues to be handled and addressed by the CRDA Second Three-year Program (2002-2004). The main proposal document has already been prepared, discussed with all relevant partners and endorsed accordingly for implementation during the coming three years. Most important to all of us, who actively participated in the process, was to see the fact that this proposal document has successfully managed to capture and incorporate, among other things, relevant issues of NGO common concerns and global and national issues and priorities, together with elaboration of relevant strategies and approaches useful for guiding their actual implementation in the period under consideration.

One should not deny the fact that CRDA’s strengths and overall success rely mainly upon the continued genuine support and collaboration of its partners. We are, therefore, very much grateful to all our partners who have shown continued interest towards encouraging and supporting our work.
We would also like to express our sincere gratitude to the CRDA Executive Committee and the entire membership for their continued concern and active involvement in the Association’s affairs and for their encouragement and support to the Secretariat’s day-to-day efforts. We also extend our appreciation and thanks to our donor partners for their enthusiastic backing to our endeavors which are in line with the two Strategic Aims of CRDA.

Thanking you all,

Best wishes!

Kebede Asrat
Executive Director
2. Summary

Following the preparation and endorsement of its Strategic Plan Document in 1997, and using 1998 as a bridging period, CRDA moved into actual implementation of its First Three-year Program prepared for the period between 1999-2001. No doubt that most recent developments seen in CRDA as well as improvements realized in the quality and effectiveness of its services are attributed to the new shift clearly envisaged under its Strategic Plan.

The year 2001 was used by CRDA for concluding the implementation of the First Three-year Program and for finalizing the preparation of all the required plans towards launching the second phase of program development for 2002-2004.

The year 2001 was found to be both challenging and rewarding for CRDA. Challenging, because it required the Association to invest relatively more time and resources (including skill and knowledge) while dealing with both evaluation and planning tasks simultaneously; and rewarding, as it was the time when CRDA managed to demonstrate fruitful results in concluding its First Three-year Program and in finalizing as well the preparation of plans useful for launching the second phase of program development at subsequent stages.

CRDA’s commitment following the new strategic shift, since the beginning of 1998, called for the need to play a more vigilant and proactive role towards ensuring successful realization of the Association’s two Strategic Aims: namely, enhancing of members’ organizational and program capacities and creation of a more enabling environment for their work.

For CRDA, as a membership organization, it is apparent that the design and actual implementation of its programs be geared, primarily, towards addressing the felt needs of member agencies. The new initiative launched by CRDA in line with assessing both the organizational and program capacities of indigenous member agencies has contributed a lot in translating this into reality. The whole intention is to extricate CRDA from the conventional way of doing things and to ensure that all capacity building supports to be provided be planned and actually realized based on the results/recommendations of such important exercises.

In the year under review, a relatively more inspiring move was observed, particularly in the area of advocacy and lobbying, as well as in handling networking and representation activities. To this end, considerable progress was registered in the area of strengthening the work of existing Working Groups and Task Forces, mainly through provision of necessary supports leading towards building their capacity for utilizing their own potentials and opportunities. The work done so far, with regard to gradually ensuring their growing participation and involvement in areas of handling issue-based advocacy, in facilitating networking activities of the Association and in representing CRDA at various forums, has been found to be very encouraging.

Promoting CRDA’s information base has also continued in the year 2001 and remarkable achievements were recorded accordingly in further improving its scope, coverage and working modalities. This has allowed to provide quality and effective services to all its users. To this end, the successful introduction of new initiatives, such as the DEVINET, and inclusion of CRDA in one of the most widely used worldwide web sites are found to be few among those important developments observed in the field.

Furthermore, encouraging move was realized in the reporting period towards improving the content and quality of other facilities available in CRDA and used for documenting, storage and dissemination of information. These include further development and upgrading of the scope, quality and efficiency of the CRDA Resource Center and its databases.
Much has been done as well in line with facilitating and ensuring the creation of smoother working relationship with all concerned development actors and government institutions working at regional levels. The development and introduction of GO-NGO Guidelines in selected regions has helped a lot in this direction. The contribution of CRDA Regional Liaison Offices has proved to be very crucial and valid in making this particular initiative successful.

It is true that CRDA spent quiet substantial time and effort, especially at the initial stages of the First Three-year Plan, to clarify various concepts and issues involved under its capacity building packages. However, this did not restrict CRDA from providing the required services and from striving to fulfill commitments entered originally. It was very heartening to see that most capacity building supports planned for the year were provided to eligible member agencies, in a very wise and systematic manner.

From time to time, CRDA has demonstrated remarkable move in adjusting and streamlining the scope and focus of its training programs and workshops, so that they could contribute directly towards the successful realization of its two Strategic Aims. Accordingly, required adjustments have been made on topics to be included and addressed in both cases, including identification of appropriate implementation modalities. Considerable improvement was observed in the contents and quality of courses offered, facilitation methods adopted and in the number and mix of participants involved. Most importantly, promising trend was observed in the area of pooling the knowledge and experience of CRDA staff and using the same for designing and facilitating different training programs conducted in the year.

On the other hand, relatively better achievements were registered in enhancing the capacity of the CRDA Secretariat, so that it could provide diversified and qualified services to its member agencies. Various opportunities were provided in this direction and these have allowed opportunities for CRDA staff to attend and participate in different kinds of training programs, workshops and study tours. A number of in-house training sessions, and staff retreats were organized and facilitated for upgrading the knowledge/skill of staff on selected subject matters, for encouraging its active involvement in the learning-reflection process and to allow chances for joint program review and planning.

In the year under review, considerable effort was put in the direction of strengthening CRDA’s working relationship with all potential partners and most achievements realized in this regard have been found very promising. Among others, the remarkable success realized by CRDA during the year in the area of pooling of resources from local sources: including Embassies, aid agencies, and bilateral and multi-lateral agencies, are worth mentioning here. When compared with the previous years, this is one of the areas that CRDA managed to demonstrate significant performance.

Lastly, CRDA was relatively more successful in terms of wisely utilizing its overall budget allocated for the year. More important is that through the development and introduction of appropriate cost-saving mechanisms, CRDA has managed to reduce its overhead costs to a reasonable level. The intention was generally to concentrate and spend more on those key support items that are believed to have significant contribution for effective implementation of major CRDA interventions, as envisaged originally in the plan under their respective results.
3. Introduction

This Report tries to systematically present major achievements of CRDA that were realized in the year 2001.

For allowing easy reference and comparison between the original plan prepared for the year and its actual performance, efforts have been made to categorize and discuss key achievements under each of the two Strategic Aims of CRDA and by grouping them further under respective result areas. This is done in Section 4 below, which provides a brief highlight on each of the major achievements realized by CRDA in the year under review, under each of the five major areas considered and included in the Plan.

CRDA has continued its involvement in handling and addressing national and global issues and concerns and managed to realize considerable achievements in the year under review in selected fields. These are briefly highlighted in Section 5 of the Report.

Section 6 of the Report tries to briefly look at overall tasks realized in the year, particularly in the area of resource mobilization and utilization. Included in this section is a brief analysis of major deviations encountered, with their reasons and justifications. Section 7 deals very briefly with challenges and opportunities.

4. Major Achievements

4.1. Creating a More Enabling Environment for NGOs’ work

4.1.1. Improving Information Base for NGO Concept, Approach and Capacity Development

This is one of those major concerns of CRDA already considered and given due emphasis under the First Three-year Program. Accordingly, in the year 2001, CRDA managed to plan and implement different activities that were found to be relevant in their contribution, directly and/or indirectly, towards successful realization of this particular result.

More broadly, these activities could be grouped under two major categories: namely, “Information Generation” and “Information Processing, Storage and Dissemination”. Key achievements of CRDA, as already realized under each of these two major categories, are presented below.

4.1.1.1. Information Generation

CRDA further continued with encouraging and facilitating actual implementation of research initiatives that are mainly geared towards investigating key issues of NGOs’ common concern and forwarding possible options for allowing better understanding by all concerned at subsequent stages. The aim was primarily to provide member agencies and the NGO sector at large with relevant and up-to-date primary information that could serve as a basis for guiding the planning and actual implementation of their respective programs, and to lay down a strong basis for designing appropriate strategies for advocacy and lobbying activities that are required to be handled by all concerned at all levels.

To this effect, CRDA provided the required support and facilitation towards the successful realization of quite a number of studies and research initiatives, whose implementation were initiated and actually launched in the year under review. The following were major areas of information generation initiatives supported and facilitated by CRDA.
Sponsoring Studies Initiated by University Students

A number of research proposals were received from individuals (particularly from university students) on various topics. Nevertheless, it was only possible for CRDA to consider very few of them that are found to be more relevant and appropriate for the purpose under consideration. Accordingly, three different types of studies, initiated by university students, were supported on topics of: “Harmful Traditional Practices of Early Marriage”, “CBO-NGO Collaboration”, and “NGOs’ Contribution to Food Security”. While the first one was conducted purely through CRDA’s support, the implementation of the last two was supported in collaboration with ACCORD and WVI, respectively. Key findings obtained from these studies have been identified, compiled and made available, in the form of a brochure, for use by all interested parties.

Study on Revitalization of CRDA Working Groups

The study on detailed operational modalities and future direction of CRDA Working Groups was successfully completed and its findings and recommendations were shared with all concerned. Furthermore, as part of its follow up, preliminary discussions have been held with each WG with the aim of creating better understanding of issues revolving around the theme, including required preconditions to be fulfilled prior to their transformation into networks, including challenges and opportunities.

Assessing Information Needs of Member Agencies

The primary aim of this assessment was to augment CRDA’s overall effort geared towards improving the quality of its information service. It was focused on assessing the various information needs of CRDA member agencies and forwarding all the necessary recommendations useful for further adjustment and streamlining of future efforts. It is hoped that based on this assessment, the information service of CRDA will make significant improvements towards addressing the information needs of member agencies.

Study on Food Security, Sustainable Agriculture and Trade: Issues of Concern for Lobbying and Advocacy

This study, which is relatively wider in its scope and coverage, is commissioned jointly by CRDA and ICCO. Its primary aim is assessing past and present development policies, strategies and programs, including undertaking of in-depth analysis on their implications and impacts, particularly with a view to developing an appropriate lobbying and advocacy strategy. The study is expected to draw important lessons on international experiences pertaining to lobbying strategies, especially in those selected areas already identified and included in its scope.

To this end, CRDA has managed to secure the input of an experienced local consulting firm as well as the Dutch-based consulting firm, BBO, for facilitating the design and actual implementation of the task under consideration. The first draft report of the study has been submitted for comments and further enrichment.

Collecting and Compiling Information on NGO Programs in Selected Regions

CRDA Regional Liaison Offices (RLOs) played important role in collecting and compiling relevant and basic information on the characteristics and operation of NGOs working in their respective Regions. Among other things, results obtained from such initiatives have been used as inputs for the CRDA’s internal review and planning sessions organized and handled continuously throughout the year under consideration.
Quantitative and Qualitative Study on NGOs’ Contribution towards Poverty Alleviation in the Country

This particular study was designed and implemented with the primary aim of facilitating the overall initiative taken by the NGO sector to develop concepts and feasible strategies towards ensuring its active involvement in the PRSP development process. It was intended to forward feasible recommendations on how to secure NGOs’ position and adequate consideration in the country’s development endeavors geared towards eradication of poverty. This study was co-sponsored by Action Aid Ethiopia and Christian Aid. The findings obtained from this particular study have proved to be very useful in line with serving for the purpose under consideration.

4.1.1.2. Information Processing, Storage and Dissemination

Considerable move was taken by CRDA in the area of further upgrading and updating the content and quality of its electronic information storage and dissemination mechanisms (its databases), its Resource Center and mini-cyber café and its newsletters and various publications. Generally, this allowed CRDA for further expanding and promoting its information base as well as its efficiency and effectiveness both in scope and quality, and for attracting eventually the interest of all potential users from different categories.

Major achievements realized in the year under this category include the following:

Electronic Storage and Dissemination of Information

CRDA entered into a new phase of development in the area of information management technology, taking part fully in a joint venture (with the British Council) of developing an information web site. This web site, called DEVelopment Information Network in EThiopia (DEVINET-www.devinet.org), was launched with the objective of serving as the development information gateway in Ethiopia.

DEVINET consists of three major parts: namely Organizations database; Projects database; and Documents database. It was possible for CRDA to include relevant information of different agencies. 65 agencies (at the time of launching) applied for membership to the web site, out of which 15 participated in the first round training organized and conducted in the year under review. At the same time, detailed operational modalities have been worked out in collaboration with the British Council and agreed upon with regard to actual management and further upgrading and maintenance of this important web site.

Much has been done in the reporting period towards improving the CRDA web site and for making it more self-contained and informative. These include, among others, inclusion of general information on Ethiopia, NGOs in Ethiopia, their registration and operation procedures, up-to-date information on current development issues, (e.g. the new section on PRSP) and diversifying its content by creating links with the DEVINET web site.

On the other hand, a very high demand was observed in the reporting year from all groups of users for obtaining and using information from the already developed and existing CRDA databases; particularly from Members’ and Consultant databases. Accordingly, CRDA has put all the necessary efforts towards adequately responding to these needs using all means available at its disposal. The initiative towards developing and introducing the new database, namely, “Donor Database”, is considered to be one of the major steps realized along this particular direction.
The Resource Center of CRDA has remained one of the most important components useful for building and further upgrading of the information base of the Association, both in its scope and quality.

To this effect, CRDA continued with its effort in line with collecting and acquiring of various documents and relevant materials (books, video tapes, proceedings, reports, publications, newspapers and still pictures) useful for the purpose from various sources. These have been properly organized and made available for use by all potential users. Membership of the Resource Center has showed considerable growth, both in size and diversity. Inventory of available materials in the Resource Center was taken and this has helped for introducing systematic categorization and re-arrangements for allowing easy reference and use by all users.

The CRDA Cyber Café, though limited in its size and capacity, has continued providing its services to interested member agencies, on demand basis. These included provision of Internet and e-mail access and facilitating users’ access to available CRDA databases. It was noted that a considerable number of users have accessed the service during the year under review.

CRDA continued promoting the production and use of different kinds of publications for disseminating relevant and updated information on a regular basis with the aim to improve the awareness level of its member agencies, other partners and the public at large on the work of the NGO sector and its on-going developments. Its monthly publication, “CRDA News”, and Web Page (http://www.crdaethiopia.org), have been found to be most important media widely used for this purpose in addition to the information regularly published and provided through Yellow Pages, Members, Directory and Members’ List (monthly).

The introduction and start up of the new publication “Lisane CRDA”, in year 2001, in Amharic (the national working language) has been one step forward for CRDA. Lisane CRDA is more or less a replica of the English version of CRDA’s monthly publication, CRDA News. Initial experiences revealed that this development has allowed CRDA to reach a more wider and diversified target group in the country, especially the general public, with its news and information.

4.1.2. Contribution to the Creation of a More Enabling Environment for the Work of Member Agencies

With CRDA’s focus sharpening from time to time, it is tempting to say that the present emphasis is more on intensifying and streamlining the Association’s lobbying, advocacy and networking initiatives so as to register tangible results in the direction of influencing pro-poor policies and strategies at national and regional levels and creating of a more enabling environment for members’ work at all levels.

The gradual move of CRDA, observed practically since the development of its Strategic Plan, reveals that considerable progress has been made towards clarifying issues and intensifying strategies for ensuring better results and impact along this particular direction.
Accordingly, the following achievements have been scored in 2001, and the achievements are found to be relevant in contributing towards the successful realization of this major result:

4.1.2.1. Networking, Partnership Development and Awareness Creation

☐ Achievements of CRDA Working Groups and Task Forces

The CRDA Working Groups and Task Forces have continued playing significant role towards assisting and facilitating the on-going efforts of the Association and its members, particularly in handling and addressing specific sectoral and thematic issues. Apparently, these groups have remained to be very crucial in playing proactive role towards establishing a strong and reliable basis allowing for systematic planning and effective implementation of various interventions related to lobbying and advocacy.

The seven Working Groups of CRDA and the Emergency Task Force were fully operational in the period under review. The seven Working Groups were Health, Water and Sanitation, HIV/AIDS, Agriculture and Natural Resources, Urban, Children and Youth, and Gender.

Minor adjustments were made in 2001 that necessitated introduction of slight changes in the already established configuration. To this effect, a decision has already been taken, which led to the merging of the Public Relations Working Group and the NGO-GO Relations Task Force into the NGO Relations and Partnership Promotion Working Group. This was done for clarity purposes and to avoid duplication of efforts in the future.

In another development, preliminary preparations have already been started by the HIV/AIDS Working Group in line with the recommendations forwarded by the study conducted earlier on Transformation and Revitalization of CRDA Working Groups. The Working Group started looking at its Strengths, Weaknesses, Opportunities and Threats through a SWOT analysis exercise. The rationale has been to facilitate further planning of future course of action leading towards the required goal.

In general, the CRDA Working Groups have continued playing a very significant role in representing the Association at various forums organized both at local and international levels. Furthermore, their contributions towards assisting and facilitating the work of the Association and its members have remained to be very crucial and valid throughout.

These include, their active involvement: in assisting the design and facilitation of CRDA training programs, in identification of issues requiring further investigation/research and in reviewing of policy documents relevant to the work of CRDA and its members. Above all, it was found to be very crucial for the work of the Association and its member agencies that these Working Groups took a lead role in producing position papers on various issues of NGO common concern. The aim is primarily for promoting the lobbying and advocacy work of CRDA and its member agencies that for influencing policy decisions leading towards the creation of a more enabling environment for NGOs work at all levels.
CRDA Regional Liaison Offices (RLOs)

The two CRDA Regional Liaison Offices opened in two different regions (Eastern and Southern Ethiopia) played significant role in coordinating and facilitating the implementation of various tasks planned for the year in their respective regions. Apparently, their appearance and work at regions enabled CRDA to play better representation role and ensure effective partnership with regional governments and other actors in development.

They have represented CRDA in facilitating the development of GO-NGO partnership guidelines, being member of the Task Forces organized for this purpose. They also played a lead role in organizing and facilitating the guideline development workshops that were held at different locations of their respective regions. Such important workshops were organized and conducted in four different Regions namely, SNNPR, Dire Dawa, Harari and Somali Regions.

Above all, the role played by the Southern RLO of CRDA in coordinating and handling various responsibilities related to organizing the 2001 NGO-DAY (celebrated in Awassa) was found to be very noticeable.

Partnership, Consultations and Representation

As mentioned earlier, this is one of the areas where CRDA has put due emphasis since the start-up of the First Three-year Program implementation. This has become more evident with increased involvement of CRDA in addressing global and national issues/concerns and with the need that arose for promoting mutual understanding and exchange of experiences on common areas of interest with all concerned development actors working at national and international levels. The aim is to promote networking for exchange of information and experience sharing (best practices) and to allow adequate room for joint planning and implementation in areas of common interest.

In this regards, various achievements were registered by CRDA in the year under review, out of which the most important ones are highlighted below:

- Regional GO-NGO Consultation Forums were organized and conducted at different regional states of the country, namely, Gambella, Woldiya, Oromiya, SNNPR, Dire Dawa and Harari. These forums have provided good opportunities for CRDA to familiarize all concerned parties with the work of NGOs and on-going developments and to reach at a common understanding on future working modalities and relationships to be realized at all levels

- A consultation meeting for Eastern and Southern Africa Civil Society Organizations and ADB was organized and conducted under the theme of “The Modality of Partnership between Civil Society Institutions and the African Development Bank.” The meeting was co-organized by CRDA, MWENGO and the African Development Bank. On the other hand, a joint United Nations Development Program (UNDP)/CRDA Consultative Meeting was also organized and conducted on “NGO/UN Relations”.

- In the reporting year, CRDA sustained its effort towards establishing and maintaining smoother contacts, collaborations and networks with different associations, development agencies academic institutions, donor partners and bi-lateral and multi-lateral agencies and Embassies that are working at national and international levels. These include:

  - with Ethiopians in the Diaspora- To this effect, it was possible for CRDA to bring on board some experts from North America and use their expertise and experiences in facilitation of its selected training programs conducted in the year under review.
- with newly-identified agencies, such as the Fredskorpset (Norwegian-based), towards promoting staff exchange program (North-South and South-South) between CRDA member agencies and prospective Norwegian partners in selected areas of specialization.

- with higher learning institutions (Jimma University and Addis Ababa University), specialized agencies (Austrian-Based Human Rights Institute called Boltzmann and Austrian Embassy Development Cooperation/AEDC), donor partners (Kindernothilfe, ICCO and EED), and other development partners such as DFID.

- with multilateral and bilateral organizations, such as PAC, ADB, IGAD, AMREF and ICVA. CRDA was represented in meetings and various workshops organized regularly by these agencies at international level.

**CRDA played its part in representing its membership and the NGO sector in various Committees and Task Forces that are established and coordinated by various Ministries of the Government. These include, the following:**

- **Prime Minister's Office Women Affairs Sub-Sector (PMO/WASS):** serving as member of the Gender Ad Hoc Committee, formed in the Prime Minister’s Office Women Affairs Sub-Sector.

- **National HIV/AIDS Council:** CRDA has been regularly taking part in the execution of the activities of the Council, representing the membership and the NGO sector at large.

- **Ministry of Justice (MoJ):** in the forum organized under the Ministry of Justice and played important role in consulting, discussing and advocating on policy and other regulatory matters that are of NGOs’ interest.

- **Addis Ababa Administration Council – A.A. HIV/AIDS Prevention and Control Board:** attending regular and extraordinary meetings aimed at contributing to the effort of preventing the spread of HIV/AIDS in Addis Ababa Administration.

- **Regular and Ad hoc Committees Organized by Embassies, UN Agencies, Bi-lateral and Multi-lateral Agencies:** serving as a member in these committees representing the entire membership and the NGO sector at large.

**Other representations of CRDA realized in the year, in forums organized towards addressing global issues and concerns, include the following:**

- At the Special Session of the General Assembly on Istanbul +5, held in New York from June 6-8, 2001, with the support of the UN - Center for Human Settlement (Habitat).

- At the ADB-CSO Steering Committee and ACCS-Steering Committee meetings,

- In relation to Rio+10, at the Steering Committee established for the preparation of the National Report on the implementation of Agenda 21. A report in relation to aspects of NGOs’ partnership and involvement of other major actors is compiled and submitted to the National Committee for inclusion in the National Report.

- Through its Executive Committee Chairperson, CRDA was also represented in the EU-ACP Conference on the Participation of Civil Society in the Implementation of the Cotonou Agreement, held in Brussels from July 6-7, 2001.
4.1.2.2. Training, Workshops and Seminars

- Training Programs Focused on Creation of Enabling Environment to NGOs’ Work

During the year under discussion, CRDA organized five training programs that are found to be relevant towards the creation of a more enabling environment for the works of member agencies.

A total of 118 participants (101 male and 17 female) attended the training programs. Out of these, 18.6% were from international and 75.4% were from indigenous NGOs and religion-based agencies and the remaining 6% were from development partners. Compared with the previous year performance, in the year under discussion, there is an increase of 50% in this broad area.

Table 1. Training Program Focused on Creation of a More Enabling Environment by Type and Participants

<table>
<thead>
<tr>
<th>No.</th>
<th>Training Title</th>
<th>No. Of Participants</th>
<th>International NGOs</th>
<th>Indigenous NGOs by Category</th>
<th>Gov’t. and Others</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>M</td>
<td>F</td>
<td>Total</td>
<td>I</td>
</tr>
<tr>
<td>1</td>
<td>Advocacy: Methods and Principles</td>
<td>25</td>
<td>3</td>
<td>28</td>
<td>7</td>
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<tr>
<td>2</td>
<td>Lobbying Skills</td>
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<td>Public Relations</td>
<td>15</td>
<td>7</td>
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<td>Good Governance</td>
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<td>5</td>
<td>25</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>Local Capacities for Peace</td>
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<td>-</td>
<td>17</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td><strong>101</strong></td>
<td><strong>17</strong></td>
<td><strong>118</strong></td>
<td><strong>22</strong></td>
</tr>
</tbody>
</table>

- Workshops and Seminars

In general, the various workshops and seminars organized by CRDA so far have contributed significantly towards raising the level of awareness and reaching a common understanding among all concerned on issues that are affecting directly and/or indirectly the work of the NGO sector and its overall success. By and large, they have prove to be one of those important means used by CRDA for the creation of a more enabling environment for the work of its member agencies and for the wider Civil Society Organizations operating in the country.

Recent trends in CRDA reveal that more emphasis is given to include and address new areas that are considered as burning issues in global NGO movement in such workshops/seminars.

Details of these workshops and seminars are briefly highlighted below:
A total of 480 participants, 380 male and 100 female, attended eight workshops and one seminar organized in 2001. Over 59% of the participants were from indigenous members, i.e., 45.6%, 6.7% and 47.7% from categories, I, II and III, respectively. These were more of consultative and participatory workshops and seminars. In effect, about 13.5% were from partner organizations, including Government representatives and civil societies.

Considered to be a new area of CRDA’s concern in handling and addressing burning issues involved in global NGO movement, the two workshops conducted on the Role of NGOs in Democratization Process and Peace Building have helped members to understand clearly the concept and principles of democracy, peace building, and their relationship with day-to-day activities of NGOs.

As the year 2001 was the year of voluntarism, the workshop organized under the title NGOs Identity and Voluntarism was a good opportunity for NGOs to look inwards, particularly NGOs identity, legitimacy, establishment, governance and mode of operation.

Major topics/themes included and covered under other workshops organized and conducted by CRDA during the reporting period include: Tobacco and Drug Abuse as Public Agenda, Democratization and Peace Building Process and the Role of NGOs and Voluntarism.

In addition, CRDA provided the required support and facilitation towards successful realization of different workshops that were initiated and organized in the year by different partner organizations. Topics include:

- On “Long-term Food Security and Agriculture in the Horn of Africa – Country Program.” At the end of the workshop, a country position paper on the program was produced for submission at the ACC/UN Regional Conference.

- On “NGOs in Agricultural Extension”, organized in collaboration with the Amhara Regional State.

- On “Regional Strategy for Malaria Control”, organized by the Anti-Malaria Association.

### Table 2. Workshops and Seminars by Types and Participants

<table>
<thead>
<tr>
<th>No.</th>
<th>Topics</th>
<th>No. of Participants</th>
<th>Interna-</th>
<th>Indigenous NGOs by</th>
<th>Gov’t. and Others</th>
</tr>
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<tbody>
<tr>
<td></td>
<td></td>
<td>M</td>
<td>F</td>
<td>Total</td>
<td>I</td>
</tr>
<tr>
<td>1</td>
<td>The Role of NGOs in Democratization Process and Peace Building (1st Session)</td>
<td>59</td>
<td>10</td>
<td>69</td>
<td>26</td>
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<td>The Role of NGOs in Democratization Process and Peace Building (2nd Session)</td>
<td>35</td>
<td>9</td>
<td>44</td>
<td>8</td>
</tr>
<tr>
<td>3</td>
<td>Tobacco and Drug Abuse: Public Agenda</td>
<td>43</td>
<td>19</td>
<td>62</td>
<td>18</td>
</tr>
<tr>
<td>4</td>
<td>NGO Identity and Volunteerism</td>
<td>29</td>
<td>7</td>
<td>36</td>
<td>10</td>
</tr>
<tr>
<td>5</td>
<td>RAAKS Follow-up Meeting</td>
<td>18</td>
<td>1</td>
<td>19</td>
<td>7</td>
</tr>
<tr>
<td>6</td>
<td>Integrated Management of Childhood Illness and Polio Eradication</td>
<td>59</td>
<td>24</td>
<td>83</td>
<td>12</td>
</tr>
<tr>
<td>7</td>
<td>A Leader as Change Agent in Changing Env’t</td>
<td>44</td>
<td>13</td>
<td>57</td>
<td>20</td>
</tr>
<tr>
<td>8</td>
<td>Seminar on Sustainable Livelihood</td>
<td>58</td>
<td>15</td>
<td>73</td>
<td>26</td>
</tr>
<tr>
<td>9</td>
<td>Family Empowerment and Comm. Based Dev’t</td>
<td>35</td>
<td>2</td>
<td>37</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>380</td>
<td>100</td>
<td>480</td>
<td>130</td>
</tr>
</tbody>
</table>

#### 4.1.2.3. Support Given Towards Organization of Events in Areas of NGOs’ Interest

During the year under review, CRDA has provided organizational and financial support towards organization and handling of the following events and various undertakings initiated by various actors involved in the country’s development endeavors:

- **The Ethiopian Pastoralist Day**, organized by the Pastoralist Concern Association Ethiopia.

- The **Reproductive Health** conference, organized by Ethiopian Public Health Association (EPHA) and conducted in Addis Ababa.

- The Celebration of the **World Environment Day**, organized by the Environmental Protection Authority (EPA).

- The celebration of the **Day of African Child**, organized by Ministry of Labour and Social Affairs (MoLSA) at the Addis Ababa Stadium and various other places.

- The **Information Communication Technology** Workshop, organized by the British Council and other partner organizations and held at the Economic Commission for Africa (ECA) Conference Hall.

- The celebration of the **International Day of Literacy**, organized by Adult Formal and Non-Formal Education Association of Ethiopia.

#### 4.1.2.4. Advocacy

CRDA has continued working in areas of advocacy aimed at the creation of a more favorable working environment for the NGO Sector as well as to address specific issues of NGOs’ interest. Major activities realized in this particular direction are indicated below:
harmonization of the Ethiopian Law with the Child Rights Convention. To this end, NGO Position Paper on the Draft Ethiopian Penal Code was produced and submitted for the legislative body for consideration. CRDA has been the convener of the TF and provided also the required secretarial support.

collaboration with the GTZ in the organization of a conference on “The Promotion of Self-help Groups”.

- a rally on “Violence Against Women” was co-organized in collaboration with the Ethiopian Women Lawyers Association and other partners working in the area. The rally was an important occasion to show that violence against women is a condemned practice and needs due legal action and large-scale condemnation by the public at large. To this effect, awareness of policy makers, the judiciary people and the public at large was better enhanced.


4.1.2.5. Membership Affairs

- Membership Meetings

CRDA managed to regularly organize its Membership Meetings in the reporting period. The Meetings served for reviewing and discussing common issues, concerns and routine activities of the Association.

- Briefings and Presentations Made in the Membership Meetings

CRDA seized some of its Membership Meetings organized in the year for sharing views and discussing possibilities of collaboration with other partners. Some of the major speakers that addressed the CRDA membership include the following:

- A representative of the Ministry of Health addressed the CRDA Membership on “Polio Eradication Initiatives – Expanded Program on Immunization in Ethiopia.”

- Representatives of the World Bank addressed the CRDA Membership on “Ethiopia Multi-Sectoral HIV/AIDS Project (EMSAP) – Policies and Guidelines for its engagement with NGOs”.

- A representative from the European Union addressed the CRDA membership on “European-Cotonou Agreement” for its engagement with Civil Society Institutions.”

- The President of the Addis Ababa and the Ethiopian Chambers of Commerce addressed the CRDA Membership on “The Private Sector and NGO Relations in Ethiopia.”

- The Technical Coordinator of EUE addressed the CRDA Membership Meeting on “Intended cooperation between government, UN agencies, bilateral organizations and NGOs” and on “The current assistance requirements, appeal/food supply prospect and…”

- CRDA Executive Committee

The CRDA Executive Committee continued to play its part through successfully holding its regular and special meetings. The Committee remained to be very active in the year under review in passing relevant decisions that are found to be very helpful in guiding and facilitating the work of the Secretariat.
Above all, its active involvement in the area of reviewing and enriching the contents of the draft CRDA Second Three-year Plan (2002-2004) was found to be very appreciable throughout the whole process.

- New Requests for Joining the CRDA Membership

CRDA received a total of 25 new applications for membership. These applications, together with others brought forward from the preceding year, were reviewed accordingly. The review process involved verifying the availability and validity of relevant documents and paying office visits by concerned staff of the CRDA Secretariat. All in all, 17 of the applicants were accepted in the year to join the membership and the remaining were deferred until they fulfill some conditions and requirements.

4.1.2.6. NGO DAY-2001

The NGO DAY-2001 was organized for the first time at regional level, Awassa (SNNPR), from December 14 - 16, 2001. The event was organized in collaboration with Ireland Aid, Pact Ethiopia, the Netherlands Development Organization (SNV) and Action Aid Ethiopia.

More than 100 NGOs and relevant government agencies participated in this event and about 40,000 people visited the exhibition and other fora organized during the three-day event.

Apart from exhibitions and displays presented, and the various works of participating agencies, the event included Satellite Forums, organized to discuss on issues of NGOs’ common concerns and topics related to the working environment of the NGO sector, including challenges and opportunities.

Three important discussion forums were organized: namely, Role and Contribution of NGOs in the Southern Nations, Nationalities and Peoples’ Regional State, Role and Contribution of NGOs in Poverty Alleviation focusing on PRSP and the Role and Contribution of NGOs in Peace Building and Governance.

In general, all these three forums (each attended by 500 people on average) served as a means to create an opportunity for raising awareness of all concerned on NGOs’ activities and to reach at a common understanding with all parties on the required collaborations towards ensuring better performance and success in the future.
4.2 Enhancing the Capacity of CRDA Member Agencies

4.2.1. Promoting Organizational and Program Capacities of Member Agencies

CRDA has successfully managed to continue with the provision of necessary supports geared towards capacity building of its indigenous member agencies, so that they would be in a better position to effectively plan and implement their programs.

To this end, a number of consultation meetings were organized in the year with indigenous member NGOs and faith-based agencies. The purpose of these meetings was to review the various aspects of the CRDA capacity building supports and to discuss problems encountered in the process, including measures to be taken to address the problems.

Such meetings have proved to be important forums for discussing the overall support and collaboration between CRDA and indigenous members as well as to exchange ideas on other issues of NGOs’ concern.

To this end, different initiatives were planned and realized by CRDA in the year under review. These are summarized and presented as shown below:

4.2.1.1 Capacity Assessment of Member Agencies

CRDA conducted organizational and programmatic capacity assessments for 34 indigenous member NGOs in the reporting period, with the aim to establish baseline data and work out appropriate capacity gap filling interventions.

Under this category (result area), various kinds of capacity building supports and mentoring services were provided to eligible members, mostly based on the outcome of the capacity assessments exercises done jointly by CRDA and respective member agencies. Below are major supports provided by CRDA towards building the organizational and program capacities of local NGOs.

- Technical and Financial Support for Needs assessment, Baseline survey, Strategic planning exercise and Action Plan Development/Program Designing
- Institutional Strengthening Supports (employment/secondment of skilled manpower, purchase of office equipment etc.)

4.2.1.2. Capacity Building Grants and Technical Assistance

A total amount of Birr 1,082,184.42 was approved for implementing 64 projects under the small capacity building grant fund of CRDA. The following table (Table 3) shows the detail.

<table>
<thead>
<tr>
<th>No.</th>
<th>Type of Capacity Building Project</th>
<th>Number of projects</th>
<th>Amount Approved</th>
<th>Percentage Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Needs assessment</td>
<td>14</td>
<td>218,682.94</td>
<td>20.3</td>
</tr>
<tr>
<td>2</td>
<td>Strategic planning</td>
<td>11</td>
<td>234,183.10</td>
<td>21.6</td>
</tr>
<tr>
<td>3</td>
<td>Promotional and fundraising</td>
<td>19</td>
<td>276,499.38</td>
<td>25.6</td>
</tr>
<tr>
<td>4</td>
<td>Baseline survey</td>
<td>8</td>
<td>150,653.50</td>
<td>13.9</td>
</tr>
<tr>
<td>5</td>
<td>Support for capacity gaps identified</td>
<td>4</td>
<td>87,540.00</td>
<td>8.1</td>
</tr>
<tr>
<td>6</td>
<td>Project evaluation</td>
<td>4</td>
<td>55,699.50</td>
<td>5.1</td>
</tr>
<tr>
<td>7</td>
<td>Plan of operation</td>
<td>4</td>
<td>58,926.00</td>
<td>5.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>64</strong></td>
<td><strong>1,015,443.37</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
Furthermore, the financial assistance provided to the 64 projects above was further supplemented by provision of technical support on a continuous basis.

4.2.1.3. Institutional Strengthening Grant (ISG)

Experience has revealed very clearly that small and emerging indigenous NGOs have low capacity of project planning and implementation. This is mainly due to low institutional capacity, in terms of equipment and facilities, as well as lack of competent and skilled manpower.

Like in the previous years and to curb the problem faced in this area, CRDA has continued recruiting and employing qualified project officers and providing illegible NGOs with computers and photocopiers. Accordingly, in the reporting period, 12 project officers have been employed and assigned to work in 12 small indigenous member NGOs.

In addition, photocopiers and computers (with printers) were purchased and distributed for selected CRDA member agencies (indigenous NGOs and faith-based agencies) under the program. This was complemented by financial support that was provided side by side for computer training programs that were organized for 49 staff of member agencies that benefited from the ISG program of CRDA.

All in all, a total amount of Birr 840,002.50 was expended for providing the above-mentioned institutional strengthening supports to 23 member agencies of CRDA in the year under review.

4.2.1.4. Training Programs Focused on Capacity Building

In the area of capacity building, CRDA organized and conducted different training programs that are grouped in three major areas: namely, Organizational Development, Project Planning and Methodical Skills and Cross-cutting and Thematic Issues. These courses were found to be important in helping needy members to build their capacity to plan and implement their projects properly.

Training courses conducted in the reporting period under each of the above-mentioned three categories are very briefly discussed below:

- **Organizational Development**

  A total of 13 training courses were conducted in 2001 in the field of organizational development. These were Leadership Skills, Job Evaluation and Designing Pay System (two sessions), Human Resource Management, Team Building and Communication, Basic Bookkeeping and Accounting, Financial Control Procedures for Managers, Fundraising, Strategic Planning and Board Development.

  The total number of participants of these courses were 369 (253 male and 116 female). The number of female participants, which is about 31 percent of the total participants, was highly encouraging. The majority of the participants (71.9%) were from indigenous NGOs and religion-based agencies, 83 participants (27.5%) were from international NGOs and only two participants were from other partners. Out of the total 217 participants drawn from indigenous NGOs, about 55.8% were from Category I, followed by Category III 33.2% and Category II, 11.1%. The participation of Category One members in the majority of the training programs was very encouraging.
Table 4. Organizational Development Training Program by Type and Participants

<table>
<thead>
<tr>
<th>No.</th>
<th>Topic</th>
<th>No. of Participant</th>
<th>Total</th>
<th>M</th>
<th>F</th>
<th>I</th>
<th>II</th>
<th>III</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Leadership Skills</td>
<td>32 2</td>
<td>34 12</td>
<td>9</td>
<td>6</td>
<td>7</td>
<td>22</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Job Evaluation and Designing Pay System (First Session)</td>
<td>19 11</td>
<td>30 9</td>
<td>11</td>
<td>1</td>
<td>9</td>
<td>21</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Job Evaluation and Designing Pay System (Second Session)</td>
<td>13 10</td>
<td>23 5</td>
<td>9</td>
<td>2</td>
<td>7</td>
<td>18</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Human Resource Management</td>
<td>21 5</td>
<td>26 12</td>
<td>8</td>
<td>-</td>
<td>6</td>
<td>14</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Basic Bookkeeping</td>
<td>15 20</td>
<td>35 5</td>
<td>15</td>
<td>2</td>
<td>13</td>
<td>30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Team Building and Communication</td>
<td>25 7</td>
<td>32 8</td>
<td>10</td>
<td>4</td>
<td>10</td>
<td>24</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Financial Control Procedure and Reporting (Managers)</td>
<td>31 14</td>
<td>45 18</td>
<td>16</td>
<td>4</td>
<td>6</td>
<td>26</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Fundraising</td>
<td>19 7</td>
<td>26 4</td>
<td>16</td>
<td>3</td>
<td>3</td>
<td>22</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Strategic Planning</td>
<td>24 1</td>
<td>25 7</td>
<td>11</td>
<td>-</td>
<td>6</td>
<td>17</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Board Development</td>
<td>17 9</td>
<td>26 3</td>
<td>16</td>
<td>2</td>
<td>5</td>
<td>23</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Team Building and Communication Skills for CRDA Staff</td>
<td>13 9</td>
<td>22 4</td>
<td>10</td>
<td>4</td>
<td>13</td>
<td>27</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Use of Power Point for CRDA Staff</td>
<td>15 10</td>
<td>25 5</td>
<td>10</td>
<td>4</td>
<td>10</td>
<td>22</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Time Management for CRDA Staff</td>
<td>10 10</td>
<td>20 6</td>
<td>10</td>
<td>4</td>
<td>10</td>
<td>22</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>253 116</td>
<td>369 83</td>
<td>121</td>
<td>24</td>
<td>72</td>
<td>217 2</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Project Planning and Methodological Skills

Under this particular theme, three courses were conducted in 2001, namely, Project Planning and Monitoring and Evaluation (two blocks), Participatory Rural Appraisal (PRA) and Logical Framework Analysis (LFA).

A total of 89 participants (71 male and 18 female), from 71 local and 18 international NGOs, attended these courses. As can be observed from Table 6 below, about 79.8% (71) of the participants were from indigenous members. Categories I, II and III account for 46.5%, 8.5% and 45.1%, of the total number of indigenous members that attended these courses, respectively.

Table 5. Project Planning and Methodical Skills Training Program

<table>
<thead>
<tr>
<th>No.</th>
<th>Training Topics</th>
<th>No. of Participants</th>
<th>International NGOs</th>
<th>Indigenous NGOs by Category</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>M</td>
<td>F</td>
<td>Total</td>
</tr>
<tr>
<td>1</td>
<td>Project Planning and Monitoring and Evaluation (Block Training)</td>
<td>23 7</td>
<td>30 8</td>
<td>13</td>
</tr>
<tr>
<td>2</td>
<td>Participatory Rural Appraisal</td>
<td>25 7</td>
<td>32 5</td>
<td>10</td>
</tr>
<tr>
<td>3</td>
<td>Logical Framework Analysis</td>
<td>23 4</td>
<td>27 5</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>71 18</td>
<td>89 18</td>
<td>33</td>
</tr>
</tbody>
</table>

Cross-Cutting and Thematic Issues

A total of five training courses were conducted under this category, namely, Human Rights and Development, Women’s Leadership and Decision Making, Mainstreaming Gender and Gender-Sensitive Project Planning, Community-Based Health Care Service and Primary Health Care Service and Community Management and Participation in Rural Water Supply and Sanitation.

A total of 102 participants (47 male and 55 female) attended these courses. These participants were from indigenous CRDA member NGOs and religion-based agencies (74), international member agencies (23) and other partner organizations (five), as shown in the table below:
Table 6. Cross-Cutting and Thematic Issues Training Program by Types and Participants

<table>
<thead>
<tr>
<th>No.</th>
<th>Topics</th>
<th>No. of Participants</th>
<th>International NGOs</th>
<th>Indigenous NGOs by Category</th>
<th>Gov’t. and Others</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>M</td>
<td>F</td>
<td>Total</td>
<td>I</td>
</tr>
<tr>
<td>1</td>
<td>Human Rights and Development</td>
<td>10</td>
<td>7</td>
<td>17</td>
<td>7</td>
</tr>
<tr>
<td>2</td>
<td>Women's Leadership and Decision Making</td>
<td>-</td>
<td>21</td>
<td>21</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>Mainstreaming Gender and Gender Sensitive Project Planning</td>
<td>13</td>
<td>15</td>
<td>28</td>
<td>7</td>
</tr>
<tr>
<td>4</td>
<td>Community Based Health Care Service and Primary Health Care</td>
<td>15</td>
<td>10</td>
<td>25</td>
<td>6</td>
</tr>
<tr>
<td>5</td>
<td>*Community Management and Participation in RWSS</td>
<td>9</td>
<td>2</td>
<td>11</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>47</strong></td>
<td><strong>65</strong></td>
<td><strong>102</strong></td>
<td><strong>23</strong></td>
</tr>
</tbody>
</table>

* Organized for its partners in collaboration with ICCO

Other Training Programs

Training programs that are planned and included under the PAC/STD/HIV/AIDS project, financed by the International Family Health (IFH), have also been conducted as planned in the reporting year. In this second phase of the project-intensification and consolidation, it was possible to implement four training courses, two planning meetings and two sensitization workshops, in which a total of 96, 30 and 66 health professionals took part, respectively.

4.2.2 Enhancing Fundraising and Service Delivery Capacity of Member Agencies

Major supports provided to indigenous member agencies under this particular category (result area) were mainly: financial and technical support to members’ micro-projects, financial support to emergency activities of members, and project monitoring visits.

Major achievements realized in this area during the reporting period are very briefly presented below.

4.2.2.1 Supporting Micro-Development Projects of Members

It is evident that indigenous NGOs lack funding for projects at the initial stage of development, mainly due to their lack of exposure and inadequate experience. In view of this and similar to the previous years, CRDA has continued providing micro-project funding, with a maximum budget of Birr 200,000, as a learning exercise for proper project preparation and implementation.

This financial support to members’ micro-projects is considered to be part of the whole capacity building package of CRDA that is already included in the First Three-year Program. Its aim is primarily to raise the capacity of indigenous NGOs so as to enable them to gain the necessary knowledge and experience for future planning and implementation of their own projects/programs.
In the reporting period, a total grant amount of Birr 4,513,446.23 was approved to 38 micro-projects of 34 CRDA member agencies and four non-members. Major sectors included were: agriculture, child development, education, health, income generation, micro-enterprise development, water supply, urban development and community-based rehabilitation program for the disabled. The table below shows details of the distribution of micro-project funding in broader areas of CRDA support and the corresponding budget allocation for each of them:

Table 7. Status of CRDA Funding for Members’ Micro-Development Projects By Sector

<table>
<thead>
<tr>
<th>Type of Micro-Project</th>
<th>Approved Budget (Birr)</th>
<th>Percentage Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community based rehabilitation</td>
<td>184,508.50</td>
<td>4.0</td>
</tr>
<tr>
<td>Children</td>
<td>706,733.96</td>
<td>15.2</td>
</tr>
<tr>
<td>Agricultural rehabilitation</td>
<td>199,920.00</td>
<td>4.3</td>
</tr>
<tr>
<td>Agriculture</td>
<td>707,840.47</td>
<td>15.3</td>
</tr>
<tr>
<td>Education</td>
<td>358,422.90</td>
<td>7.7</td>
</tr>
<tr>
<td>Health</td>
<td>1,223,733.39</td>
<td>26.4</td>
</tr>
<tr>
<td>Income generation</td>
<td>264,550.00</td>
<td>5.7</td>
</tr>
<tr>
<td>Water</td>
<td>543,556.55</td>
<td>11.7</td>
</tr>
<tr>
<td>Urban development</td>
<td>166,835.30</td>
<td>3.6</td>
</tr>
<tr>
<td>Others</td>
<td>281,771.00</td>
<td>6.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4,637,872.07</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

In addition to the above-stated financial support, technical assistance and advice was provided to all of the 38 agencies that received the micro-project development grant during the reporting period. Furthermore, the CRDA fund in 2001 was allocated for NGOs working in four National Regional States and the Addis Ababa City Administration. The four Regions were SNNPRS, Afar, Oromiya and Amhara.

Furthermore, six pilot projects were supported through the earmarked budget and three food security projects in three regions were jointly selected with the relevant offices of the three Regional Governments, for the use of the fund generated earlier from the sale of CRDA trucks.

CRDA did not take part fully in relief and rehabilitation assistance in the year 2001 mainly due to shortage of resources. However, as a continuation of a program started earlier, financial support amounting to Birr 286,680.37 was provided to children projects for the purchase of supplementary food, famix.

4.2.3 Facilitate Members’ Access for External Funding

A total of three projects of selected indigenous member NGOs, with a total budget of Birr 3,278,093, were assisted in preparation for submission to external funding. The projects were accepted and their implementation has been underway.

Furthermore, another three CRDA indigenous member NGOs were assisted in preparing three projects and their proposals have been reviewed and submitted for approval by CORDAID. Actual implementation of these projects is expected to start in 2002, following the approval of the donor partner.
4.2.4 Project Monitoring Visits (Courtesy Visits)

In the year under review, CRDA put primary emphasis on building the capacity of its member agencies, so that they could eventually handle monitoring of their micro-projects on their own. Considerable efforts have been put so far towards this particular end, mainly through providing the necessary training and coaching for relevant staff members of local NGOs.

However, in addition to these, concerned staff of the CRDA Secretariat carried out monitoring visits to some selected projects of member agencies in line with agreements entered with donor partners. In some cases, such monitoring visits were also conducted to members’ projects to verify actual implementation of on-going projects against their original plans. The information collected this way has served a lot for decision-making purposes, either on further disbursements and/or approval of new requests coming from the agencies.

Such visits served as a means to work together with concerned staff of member agencies at the field level and exchange knowledge and experiences. This is considered to be one of the most important elements contributing to CRDA’s overall effort geared towards building the capacity of its member agencies.

In addition to these, members of the Management Team of the CRDA Secretariat, including the Senior Management, paid courtesy visits to some projects of selected member agencies. While the Management Team got considerable benefits from its exposure to field activities, member agencies on their part have used such opportunities to discuss in detail and on various issues and problems the spot pertinent to their specific situation.

Through such follow-ups and on-site monitoring visits conducted to some projects, members were advised and assisted to finalize their long-outstanding projects and, hence, a considerable number of narrative and financial reports that facilitated the closing of many projects of such kind were received in the year.

4.3. Enhancing Capacity of CRDA to Deliver Diversified and Qualified Services

This is one of the five major result areas of CRDA that have been considered and already included in the First Three-year Program. The aim is primarily to strengthen the capacity of the CRDA Secretariat so as to allow smoother coordination and facilitation of the plan throughout its implementation. Various provisions, which are believed to be important in leading towards this particular end have been made in the plan.

Major achievements realized by CRDA in this direction are categorized and very briefly described below.

4.3.1 Human Resource Development

Compared with the previous years, better performance was realized during the year under review, as far as both the designing and actual handling of this particular issue is concerned.

As shown in Table 4 above, in-house training courses on different topics were organized for CRDA technical staff and Management Team members. The sessions helped to improve staff knowledge and competence in selected fields that are found to be important for managing and running the day-to-day work of the Secretariat. Courses provided in the reporting period for the technical and management staff of CRDA were: Team Building and Communication, Power Point Operation and Management and Team Building and Management.
Moreover, a total of 43 staff of the CRDA Secretariat, including that of selected member agencies, attended a total of 11 short-term training programs, 24 workshops, seminars and conferences and two study tours organized both locally and abroad.

On-the-job coaching and technical backstopping services were also provided to the CRDA Secretariat, particularly through support received from I/C Consult and EZE/EED backstopping services.

4.3.2. Construction of CRDA Office and Training Complex

The construction work of the new CRDA Office Building and Training Center was launched at the beginning of the reporting period and its actual progress, since then, has been very rapid and encouraging. The Office structure and facilities of the Training Center, including the lecture rooms and Conference Center, are expected to be ready in or before August 2002.

The completion of the new Office Building and Training Center will have significant implications in improving the existing shortage of office space, in reducing rental cost for offices and saving of costs for hall rents and accommodation for conducting training programs, workshops, seminars, etc.
4.3.3. CRDA’s Preparation Towards Launching of Its Second Three-year Program (2002-2004)

CRDA, nearing the completion of its First Three-year Plan (1999-2001), has devoted its time and resources to preparing the Second Three-year Plan (2002-2004). To this effect, CRDA formed a Planning Team from among the Secretariat to play the lead role in the formulation of the draft plan.

Most of the steps involved in the task, including the Secretariat’s Planning Session, consultation with representatives of CRDA Working Groups and the reviewing, approval and endorsement by the Executive Committee as well as review and feedback by CRDA partners (Donor Round Table) were obtained and accommodated in the Plan during this reporting period.

The Partners’ Round Table Meeting was attended by a total of 20 people, representing CRDA’s nine major donor partners (EZE, CAFOD, ICCO, CORDAID, Dan Church Aid, IFH, Christian Aid, Trocaire, and Global Ministries), six international agencies (EU, World Bank, WHO, DFID, Ireland Aid and UNAIDS) and representatives of the Netherlands and Austrian Embassies.

4.3.4. Organizational Re-arrangements

In line with major result areas envisaged and the various tasks foreseen to be implemented in the next three-years, CRDA Second Three-year Plan (2002-2004), considerable effort was put by CRDA towards reviewing its organizational structure and in making all the necessary adjustments accordingly.

This task was carried out internally using the knowledge and experience of available staff within CRDA. Primary attention was given for identifying and filling existing gaps towards ensuring better delineation of roles and responsibilities (avoiding overlaps) and creating of better coordination and linkages among Departments and staff eventually.

The new organogram of CRDA (see attachment) has, therefore, been prepared and introduced in a more systematic manner, taking into consideration past and present experiences. Apart from the creation of a conducive environment for the staff, it is believed that the new organizational structure would facilitate smoother and faster information flow and decision-making at all levels.

The task of filling of the various positions envisaged by this organogram was handled with full participation of core technical and Management staff of the Secretariat. This helped to obtain important suggestions, views and opinions for further decision-making and action. The actual realization of this new organogram, including staff placement and positioning, would materialize soon, as one of the preconditions to be fulfilled prior to actual start-up of the CRDA Second Three-year Program.
4.3.5 Development and Revision of Major CRDA Documents, Concept Papers and Service Guidelines

As part of its preparation for the Second Three-year Plan period, CRDA managed to produce the revised version of major documents of the Association and Service Guidelines, namely: Revised CRDA Memorandum of Association, Revised CRDA Bye-Laws, and Revised Service Guidelines.

In addition, concept papers have been prepared on the establishment of “Delegated Fund Management” within CRDA and on “Representation of CRDA at International Level”. A draft ToR was also prepared in the reporting year for consultants handling the preparation of “Management/Business Plan for the new CRDA Training Center”. All these tasks have been found to be most important for CRDA in the direction of ensuring smoother start-up and implementation of the Second Three-year Program, at subsequent stages.

4.3.6 Staff Retreats and Events

Staff retreats and events have become a tradition for CRDA Secretariat since the outset of the first Three-year Plan. These have been found very useful for facilitating and ensuring effective handling of program planning and review initiatives and for exchanging ideas and views very openly and freely on program performance, implementation strategies, problems and opportunities.

Equally important, they have as well served to create open and friendly environment for the staff to work as a team and maintain strong contacts throughout while handling special tasks and assignments.

As the year 2001 was a time to handle and finalize the preparation of the CRDA Second Three-year Program it was true that it demanded significant time and resources towards its realization. To this effect, a number of staff retreats were organized and conducted involving the technical staff and Management Team of the Secretariat. Most of them were used for preparation of concept papers and working documents and for reviewing and updating existing guidelines in line with the prevailing trends.

The staff event of CRDA, which was held once in the reporting year, has also helped to bring all the staff of the CRDA Secretariat together and discuss on very general matters and on social and business affairs. It was found to be an invaluable opportunity for making the non-technical staff of CRDA aware of current developments and trends, related to the Association’s work and to introduce its overall performance and future plans.

Through its staff events, the CRDA Secretariat introduced staff awareness-raising and motivation programs. These gave an opportunity for staff members, who have showed relatively better performance and who served the Association relatively longer, to get taken prizes in recognition of their contribution to the work of the Association.
5. CRDA’s Involvement in Addressing National and Global Issues/Concerns

It was observed in the reporting period that CRDA showed considerable move towards handling and addressing some selected issues of concern that are found to be very crucial both at national and global levels.

Below are major achievements of CRDA realized in the reporting period in line with this particular direction.

5.1. Poverty Reduction Strategy Paper (PRSP)

CRDA, on behalf of its member NGOs and taking the initiative of encouraging NGOs’ involvement in the process, has carried out different activities in the year under review:

- Representatives from the World Bank and the Prime Minister’s Office briefed the CRDA membership on PRSP.

- Seven Working Groups of CRDA were given a copy each of the Government’s IPRSP (submitted to the World Bank in November 2000) for their review and comments. Giving specific and general comments, this was compiled into one report, which was presented at a brainstorming workshop held in April 2001.

- Brainstorming workshop, titled *PRSP-The Role and Contribution of Civil Society*, was organized. NGOs, UN agencies and other development agencies attended the workshop.

- An NGO PRSP Task Force (consisting of 21 NGOs and CRDA serving as the Secretariat of the Task Force) was established.

- A study on the contribution of NGOs to poverty alleviation in Ethiopia was commissioned to carry out a qualitative and quantitative assessment. The qualitative assessment was co-sponsored by Christian Aid and Action Aid Ethiopia.

- Initiated by the NGO PRSP TF, two workshops were organized on *NGOs and Sectoral Development* (where eight thematic groups discussed different sectoral issues) and *Democracy and Governance* with the purpose of exchanging experiences and views and suggesting recommendations/strategies that could be included in an NGO Perspective Paper to be considered by the full PRSP upon submission to the Government.
• Survey was facilitated on Woreda Consultation with special focus to NGO participation in the PRSP process.

• Poverty Reduction Strategy Officer (PRSO) was employed through financial support obtained from the Department for International Development (DFID/UK).

• Efforts were made for networking with various development agencies (bilateral and UN agencies) in search of financial and technical support. While technical support has been received from agencies like UNDP, financial supports have been given by DFID. Sharing of experiences has been made with various agencies, including the private sector, such as the Chamber of Commerce.

• CRDA participated in PRSP debates (video-conference) with countries such as Kenya, Tanzania, Uganda, etc. invited by the Ethiopian Development Research Institute.

5.2. Curbing the Spread of HIV/AIDS

In the reporting period, CRDA played significant role in assisting the country’s effort towards combating the spread of HIV/AIDS through actively involving itself in various initiatives/forums and through supporting the efforts put forward by its members and partners and that of the civil society at large.

Major achievements realized in the reporting period include the following:

• CRDA is represented in the National HIV/AIDS Council/Secretariat through its Executive Director and the relevant Desk Officer of the Secretariat;

• Different workshops/seminars, conferences and events which were organized and conducted both locally and abroad were attended in the year under review. These include:
  - United Nations General Assembly Special Session on HIV/AIDS (UNGASS) in New York, USA June 2001,
  - International Conference on AIDS and STDs in Africa (ICASA) XII in December 2001 in Ouagadougou, Burkina Faso,
  - Participated in the World Bank, first Supervision Mission of the EMSAP in representing NGOs,
  - In collaboration with Radio Fana, a special program was organized to mark World AIDS Day 2001, that included TV spots, radio educational and promotional programs and quiz followed by awards,

• Home-based care pilot projects for HIV/AIDS patients were implemented successfully in collaboration with 20 member agencies working in four regional states (Addis Ababa, Amhara, Oromiya and SNNPRS);

• Assessment of WHO/CRDA Pilot Projects on home-based care for HIV/AIDS patients was jointly conducted with WHO in the reporting year and its results showed successful achievements;

• In collaboration with the MOH and NAS, CRDA supported the process of upgrading and standardizing the HIV/AIDS Counseling Training Material/Manual;
• Successful partnership and collaboration was realized in the year with most concerned partners working in the field, both nationally and globally. These include: UNAIDS, People to People, Ireland Aid, UNDP, World Bank, Global AIDS Intervention Network Project (GAIN), MoH, Radio Fana, National Regional AIDS Secretariat, etc.

5.3. Local Capacities for Peace Project (LCPP)

The concept of LCPP was first introduced by one of CRDA’s major partners, EZE/EED as an alternative solution towards addressing aid problems that manifest themselves in conflict-prone areas. The concept of LCPP aims at introducing the tool as a means to bringing about peace through development interventions.

CRDA, agreeing to take the initiative further and to play a lead role in its actual realization, played significant role in coordinating the organization and actual implementation of the following major tasks during the year under review:

- A two-day Exposure Workshop was jointly organized with EZE/EED for a total of 25 participants drawn from nine EZE/EED partner agencies, including CRDA;

- A follow-up workshop was organized with the need to see the integration of the tool into the planning procedure of partner agencies, in collaboration with the EZE/EED consultant based in Nairobi, Kenya for the purpose. The same participants of the previous Exposure Workshop attended the follow-up workshop;

- In this workshop, agreement was reached to establish an LCPP Task Force, consisting of representatives from each of the partner agencies and, accordingly, decision was reached to establish a pool of teaching assistants through organizing a course on Training of Trainers (ToT);

- To this effect, a Training of Trainers course was organized in Nairobi, Kenya, where a total of seven participants from Ethiopia, five from EZE/EED partners and two private consultants, participated;

- CRDA served as a co-facilitator in a two-day LCPP training workshop organized by Agri-Service Ethiopia. The workshop aimed at seeking possibilities of integrating the LCPP approach in the project planning procedure of the Integrated Food Security Project (IFSP) of Agri-Service Ethiopia, at its project site in Amaro Keele Special Woreda of SNNPRS.

6. Resource Mobilization and Actual Utilization

CRDA’s performance in the year 2001 realized in the area of resource mobilization and its actual utilization is presented below, with brief explanations on major deviations, including reasons and justifications.

As mentioned earlier, trends observed in the reporting year in relation to CRDA’s financial mobilization and utilization performance are found to be generally more encouraging, when compared with that of the previous years.

6.1. Resource Mobilization

The planned income for the reporting period was Birr 21,979,049. The actual total income realized was Birr 20,564,429.48, which is 94% of the total planned amount. The overall income collection in the reporting period was found to be highly encouraging, when compared with the previous year performances.
This is due to the fact that better performance has been realized in timely collection of membership fees, in providing professional services for projects of donor partners by the CRDA Secretariat and in following up and collecting pledges of donor agencies.

Collection of income from external donor partners was also more than satisfactory, as about 95% of the plan was achieved in the reporting year (See Table 8 below).

In the year under review, CRDA managed to successfully pool and utilize additional resources made available by local partner agencies (Embassies, bi-lateral and multi-lateral organizations and other partners).

Table 8 below shows details of planned and actual amount of income realized in the reporting period by major sources of financing.

### Table 8. Planned and Actual Income by Source

<table>
<thead>
<tr>
<th>No.</th>
<th>Source of Financing</th>
<th>Annual Financing Plan</th>
<th>Actual Income</th>
<th>Variance</th>
<th>Achievement %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Internal sources</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1</td>
<td>Membership fee</td>
<td>1,000,000.00</td>
<td>1,080,250.00</td>
<td>(80,250.00)</td>
<td>108.02</td>
</tr>
<tr>
<td>1.2</td>
<td>Cost-sharing</td>
<td>300,000.00</td>
<td>182,860.00</td>
<td>117,140.00</td>
<td>61.00</td>
</tr>
<tr>
<td>1.3</td>
<td>Other income (fax service to members, sales of CRDA directory and bank interest)</td>
<td>2,000,000.00</td>
<td>1,752,557.01</td>
<td>247,442.99</td>
<td>87.62</td>
</tr>
<tr>
<td>1.4</td>
<td>10% income from partners project</td>
<td>200,000.00</td>
<td>251,104.68</td>
<td>(51,104.68)</td>
<td>125.55</td>
</tr>
<tr>
<td></td>
<td><strong>Sub-total</strong></td>
<td><strong>3,500,000.00</strong></td>
<td><strong>3,266,771.69</strong></td>
<td><strong>233,228.31</strong></td>
<td><strong>93.34</strong></td>
</tr>
<tr>
<td>2</td>
<td>External Donors' Contribution</td>
<td>16,979,049.00</td>
<td>16,212,024.38</td>
<td>767,024.62</td>
<td>95.48</td>
</tr>
<tr>
<td>3</td>
<td>Local Partners (Embassies, UN Agencies)</td>
<td>1,500,000.00</td>
<td>1,085,633.41</td>
<td>414,366.59</td>
<td>72.38</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>21,979,049.00</strong></td>
<td><strong>20,564,429.48</strong></td>
<td><strong>1,414,619.52</strong></td>
<td><strong>93.56</strong></td>
</tr>
<tr>
<td>4</td>
<td>Emergency Relief Assistance</td>
<td></td>
<td>500,556.72</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Grand Total</strong></td>
<td><strong>18,487,435.75</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 6.2. Resource Utilization

In the reporting period, the total budget for the implementation of activities under the five results and CRDA overhead costs (administration, finance and other overheads) was Birr 21,979,049.00, out of which a total of Birr 18,405,012.61 (83.74%) was actually utilized.

The actual expenditure of Result 1 was 103.73% of the planned budget. This shows that activities planned under this Result were accomplished in line with the plan anticipated originally, or in some cases, far beyond the plan. For example, expenditure realized under NGO DAY-2001 was more than 200% when compared with the plan and this was possible due to additional funds raised by CRDA partners involved directly in the organization of the event, namely, Action Aid Ethiopia, Ireland Aid, PACT and SNV.

Regarding Result 2, the actual expenditure accounts for 74.93% of the planned budget for the reporting period. The relatively lower budget utilization performance realized under this result area was due to the fact that implementation of most activities planned for the year have required other pre-conditions that needed to be fulfilled by other cooperating parties, especially by concerned government institutions. Having this nature, some major activities planned for the year, though systematically designed and successfully launched at the start, their continuation thereafter was not possible as expected originally. Most of these activities are re-planned and included in the Second Three-year Plan of CRDA for further consideration and treatment.
About 60.5% of the planned budget for Result 3 was utilized in the reporting period. Lower budget utilization mainly resulted from saving of costs in either of the following ways: pooling and utilizing additional resources made available locally, using of own expertise for facilitation of training courses, reduced consultant fees than originally envisaged, reduced overhead costs as a result of lesser number of participants, and cancellation of some courses either due to difficulties in getting appropriate resource persons or overlapping of courses.

Budget utilized under Result 4 has been found relatively better as it accounted for 102.4% of the plan. This was due to the budget allocated for supporting members’ pilot projects being utilized in the second half of the year and all other supports envisaged to be provided to CRDA member agencies under this Result were implemented successfully.

About 76% of the budget allocated for Result 5 was utilized. This slightly lower achievement was mainly due to cost saving as the implementation of some major tasks related to CRDA’s PME and OD/HRD were fully handled by internal staff capacity, with the assistance of the EED Consultant and I/C Consult Experts for which the concerned sponsoring partners covered the cost fully.

Similarly, the slightly lower budget utilization (83%) seen under CRDA Finance and Administration has been mainly due to the introduction of cost-sharing and saving mechanisms towards reducing overhead costs, mainly duplication and printing and because of downsizing of the number of non-technical staff that reduced personnel costs.

Overall, the performance observed in the year 2001 has been found very encouraging, taking into consideration that large proportion of the year was spent for preparing the Second Three-year Program of CRDA and this task by itself consumed high proportion of time and effort of the CRDA Executive Committee, Working Groups and the Secretariat that would have otherwise focused on handling and coordinating of planned activities.

Summary of actual expenditure against planned budget, in the reporting period, is shown below (Table 9) by each of the five results of the Three-year Plan.

Table 9. Planned Vs Actual Expenditure by Result Areas

<table>
<thead>
<tr>
<th>No.</th>
<th>Expenditure Areas (Results)</th>
<th>Annual Budget</th>
<th>Actual Expenditure</th>
<th>Variance</th>
<th>% Achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Result 1: Information Base for NGOs Concept, Approach and Capacity Development Improved</td>
<td>1,643,781.00</td>
<td>1,705,063.78</td>
<td>(61,282.78)</td>
<td>103.73</td>
</tr>
<tr>
<td>2</td>
<td>Result 2: Contribution to the Creation of an Enabling Environment for NGO Work Provided</td>
<td>1,892,855.00</td>
<td>1,418,360.47</td>
<td>474,494.53</td>
<td>74.93</td>
</tr>
<tr>
<td>3</td>
<td>Result 3: Organizational and Programming Capacity of Members Promoted</td>
<td>6,529,108.00</td>
<td>3,947,220.36</td>
<td>2,581,887.64</td>
<td>60.46</td>
</tr>
<tr>
<td>4</td>
<td>Result 4: Fundraising, Implementation and Service Delivery of Members Enhanced</td>
<td>7,876,761.00</td>
<td>8,062,875.93</td>
<td>(186,114.93)</td>
<td>102.36</td>
</tr>
<tr>
<td>5</td>
<td>Result 5: Capacity of CRDA to Deliver Diversified and Qualified Services Enhanced</td>
<td>972,412.00</td>
<td>736,458.51</td>
<td>235,953.49</td>
<td>75.74</td>
</tr>
<tr>
<td>6</td>
<td>CRDA overall administration, finance and running costs</td>
<td>3,064,132.00</td>
<td>2,535,033.56</td>
<td>529,098.44</td>
<td>82.73</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>21,979,049.00</td>
<td>18,405,012.61</td>
<td>3,574,036.39</td>
<td>83.74</td>
</tr>
<tr>
<td>7</td>
<td>Emergency Relief Assistance</td>
<td>286,680.37</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Grand Total</td>
<td>18,691,692.98</td>
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</tr>
</tbody>
</table>
7. Challenges and Opportunities

CRDA faced many challenges while passing through the actual implementation process of its year 2001 plan. Considerable effort has been put towards addressing most of these challenges and to facilitate and ensure smoother implementation of most of the initiatives already envisaged under the Plan.

Some of these challenges faced during the year are summarized and presented below.

- Increased size of membership with diversified needs and interests against limited resource base of the Association;
- Capacity gaps to address emerging national, global and international issues and increased need for frequent updating/upgrading knowledge and capacity of the staff of member agencies and the CRDA Secretariat;
- Lack of resource persons (consultants) for undertaking CRDA training programs and studies on emerging issues of relevance to the membership and the Ethiopian NGO community at large; and
- Capacity gap (limitation) for handling impact/effect assessment/monitoring of the CRDA Three-year Program.

Parallel to these, CRDA believes very strongly that the following positive trends and new developments observed in its internal and external working environment are very crucial in terms of assisting and facilitating its future performance as well as achievements. These are considered to be good opportunities for future success, leading towards better realization of its two Strategic Aims, its Mission as well as Vision.

Prominent among such positive trends are:

- increased partnership and collaboration with local and foreign organizations to undertake joint training programs and studies;
- increased networking and recognition at local, regional and international levels;
- strengthening/revitalizing CRDA Working Groups;
- continued readiness and commitment by the entire membership and the CRDA Executive Committee;
- continued development in CRDA information base (databases, DEVINET, Website, etc.); and
- availability of revised CRDA working documents and guidelines.

Most of the lessons learnt from past experience have served as springboard for successfully launching CRDA’s Second Three-year Plan and for ensuring its successful realization in the coming three years period (2002-2004). Coupled with this, it is our firm conviction that we will continue to enjoy the unreserved support of all our partners in the drive to attain our lofty ideals of poverty alleviation.