

Christian Relief and Development Association

CRDA



ANNUAL REPORT
2002

April 2003
Addis Ababa

VISION

- ♦ *To contribute to the alleviation of poverty, by improving the socio-economic condition of the poor in Ethiopia and to empower them to bring about change.*

MISSION

- ♦ *To strengthen the capacity of its member agencies, in order to help disadvantaged communities/groups in their endeavors to improve their standards of living and their control over their own livelihood on sustainable basis.*

STRATAGIC AIMS

1. *Creating a more enabling environment for members to increase their contribution to sustained development; and*
2. *Increasing the capacity of members to more effectively plan and implement development projects and programs.*

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Acronyms

AU	African Union
ADB	African Development Bank
ARV	Antiretroviral
CRDA	Christian Relief and Development Association
CSO	Civil Society Organization
CPO	Country Partner Organizations
CIDA	Canadian International Development Agency
DfID	Department for International Development (of the United Kingdom)
DEVINET	Development Information Network for Ethiopia
DPPC	Disaster Prevention and Preparedness Commission
EC	Executive Committee
ECA	Economic Commission for Africa
ESDP	Education Sector Development Program
ESDPRP	Ethiopian Sustainable Development and Poverty Reduction Program
EMSAP	Ethiopian Multi-Sectoral HIV/AIDS Program
EANNASO	East African National Network of AIDS Service Organizations
FAO	Food and Agriculture Organization of the United Nations
FOAA	Fund for Orphans of AIDS in Africa
GO	Government Organizations
HAPCO	HIV/AIDS Prevention and Control Office
HSDP	Health Sector Development Program
ISG	Institutional Strengthening Grant
ICOMP	International Council on Management of Population Program
IFH	International Family Health
JICA	Japanese International Cooperation Agency
LCPP	Local Capacities for Peace Project
LFA	Logical Framework Analysis
MoA	Ministry of Agriculture
MoH	Ministry of Health
MoJ	Ministry of Justice
NGO	Non-Government Organization
NEPAD	New Partnership for African Development
NOVIB	The Netherlands Organization for Development
OD	Organizational Development
OAU	Organization of African Unity
PRSP	Poverty Reduction Strategy Paper
PRA	Participatory Rural Appraisal
PME	Planning Monitoring and Evaluation
PAC	Project Approval Committee of CRDA
PAFP	Post-Abortion Family Planning
PR	Public Relation
RLO	Regional Liaison Offices of CRDA
SIDA	Swedish International Development Agency
SNV	The Netherlands Development Agency
SNNPRS	Southern Nations, Nationalities and Peoples' Regional State
SDP	Strategic Development Plan
STD	Sexually-Transmitted Diseases
SNID	Sub-National Immunization Day
SPHRDC	Staff Policy and Human Resource Development Committee of CRDA
ToT	Training of Trainers
UN	United Nations
UNDP	United Nations Development Program
UNAIDS	Joint United Nations Program on HIV/AIDS
WG	Working Group
WB	World Bank

Message from the Executive Director



Three decades have elapsed with CRDA and its members providing services to the people of Ethiopia. The untiring support of our partners has made the long journey possible and successful; and as we now move into year 2003, we look back at the year just left behind.

The year 2002 was the first year of the second three-year program (2002-2004) of CRDA. Hence, it had been a year filled with challenges as well as rewards. CRDA was able to perform in a more proactive manner where its increased involvement was evident in advocacy activities. These certainly have contributed in our effort towards the creation of an enabling environment for NGOs. Its accomplishments in ensuring involvement of NGOs in the redrafting of an NGO legislation with the inter-ministerial committee within the Ministry of Justice, its dialogue with relevant government bodies in the formulation of the Poverty Reduction Strategy Paper (PRSP) and its efforts of involving the NGO community in the New Partnership for African Development (NEPAD) are cases in point.

Another major effort during the just ended year was focused on capacity building of its member NGOs. CRDA's efforts were not only limited to member agencies but also to other sectors as evidenced by the training program conducted for senior government officials of the Oromia Regional State. CRDA has also taken a turning point in the strengthening of its networking activities through the establishment of seven Forums: Capacity Building, Urban Development, Rural Development, HIV/AIDS, Good Governance and Policy Advocacy, Gender, Children and Youth.

The completion of the construction of our new Office and Training Centre is one of the significant achievements of CRDA during the year, as it will be able to facilitate the organization's capacity building and networking efforts. The Training Centre and conference facilities are the first of its kind for NGO umbrella organisations in Africa. It is hoped to serve a large number of partners both within and outside the country. The CRDA membership and some local partners have also made significant financial and material contribution towards equipping and furnishing the Centre.

The drought, however, has been an unfortunate turn of events during the operation year, as it has put pressure on activities of CRDA and its members. While more aggressive efforts are made in bringing about more positive changes in alleviating poverty, this has been challenged by the wide-spread emergency situation, which is a situation feared to be the worst so far. The NGO community has made various contributions both in kind and cash. Staff members of these organizations have also made financial contributions.

All in all, we believe that the year 2002 has shown more conspicuously that CRDA and its members are moving into a more advanced form of development work: becoming more of advocates beyond being service oriented. This has been evident in our involvement in various global NGO movements. It has been a special year in that we have restructured the organization to meet the demands and challenges of the 21st century. Such work has been accomplished with more collaborative effort among CRDA Secretariat and the membership. The Executive Committee has had a greater role to play, and consequently, has had more retreat programs than ever before to seriously discuss on how best to build-up on past experiences and present efforts of CRDA so as to ensure better quality and effectiveness at subsequent stages.

We hope that the new year will enhance collaboration between CRDA members and their partners in the realization of this aspiration. We wish all our partners a happy and most fruitful year and thank all for their continued and strong support.

Thank you all.
Kebede Asrat
Executive Director

Forward

This report tries to deal with and systematically present most important developments and challenges observed in the year under review against the plan prepared originally. Care has been taken during its preparation to ensure that the overall framework, sequential flows and reference numbers agreed upon and already used in the plan document be respected and maintained throughout, with the aim of ensuring consistency and to provide a basis for easy reference and comparisons, whenever needed and found to be expedient.

Right after this introduction, a summary is provided with the aim of providing of a very concise and quick insight into the various points raised and discussed hereunder. Actual performances realized in the year towards achieving each of the six major results of CRDA, already considered and included in the second phase plan are reviewed and discussed under Section-I, in a relatively more detailed manner and against plans prepared and agreed upon originally.

This is followed by Section-II, which gives an overview of CRDA's year 2002 resource mobilization (income) and actual utilization performance (expenditure). In both cases, comparisons have been made against original plans, on the basis of which actual performances have been analyzed and judged subsequently for all components in their respective categories. Attempt has been made eventually to interpret and clearly contemplate the whole picture, overall and specific, using percentages. Major reasons for significant deviations are also briefly discussed in this section, separately for each of the two major categories and on case by case basis, where found necessary.

Major challenges faced and lessons learnt generally in the past few years and during 2002 in particular have been reviewed in due course and are highlighted towards the end of this report, Section-III. Moreover, this section tries to stress on major opportunities or potentials that need to be further explored and used by CRDA along with its continued strive geared towards promoting the quality, effectiveness and impact of its services.

Lastly, in Section-IV, it has been tried to conclude the report by putting emphasis on some key points that need to be considered and carefully thought about by CRDA in its way forward. For practical reasons, only those few points, amongst many others available in the list, which are believed to be very crucial and relevant to serve the purpose of this report, are chosen and highlighted in this section. Based on past and present trends and some opportunities and potentials available at hand, the attempt here is to look ahead and count on in which directions CRDA is likely moving ahead in the coming two years and beyond.

Year 2002 at a Glance - Summary

It was noticed generally that considerable progress has been made in the year in a number of key areas. It is true that there were a number of enabling opportunities and unforeseen challenges, side by side, which affected directly and/or indirectly the level of performance reached in every direction.

Ethiopia is, once more, hit by severe drought that affected the lives of many millions of people living in different parts of the country. The number of people needing food aid has escalated to a record high, urging every concerned party, including CRDA and its member agencies, to provide quick responses with the aim to save the lives of millions of people affected by the situation. Focusing more on implementation of planned activities leading to successful realization of its Strategic Aims, the preparation and readiness of CRDA to respond to this emergency situation was relatively very limited, especially at the initial stage. Nonetheless, using its Emergency Task Force, CRDA managed to adjust itself internally and continued playing its part towards mitigating the effects of such an outrageous disaster, recognized to be the first of its kind to occur in the country after the 1984/1985 drought/famine. CRDA, apart from serving as a forum for coordination and information exchange, has managed to mobilize resources from external sources to supplement relief activities of its member agencies.

Moreover, the decentralization process launched in the country during the period under review resulted in massive reshuffling of government senior staff and officials. This had caused temporary disruptions of some activities that were planned for 2002. The implementation of some activities is postponed with the intention to reconsider them after the situation gets stabilized.

As regards the year 2002 plan for facilitating of members' participation in networking and advocacy, the biggest stride made in 2002 was the establishment of Forums. To make this real, the Membership as well as the Secretariat thoroughly reviewed past performances of the various Working Groups and put a relentless effort in establishing the Forums. With formal recognition in the CRDA structure, these Forums shall serve as platforms of members for sharing experiences and promoting their collective causes in their respective areas of interest.

Side by side with the establishment of these Forums, on the policy engagement side, the drafting process of the PRSP, *Woreda* decentralization, NGO Legislation, the NEPAD country process, OAU-AU transformation, the Ethio-Eritrean Peace Process, etc. created opportunities for CRDA to engage itself fully and actively in planning, coordination and actual implementation processes of different initiatives. This included playing both facilitation and coordination roles in collaboration with other concerned partners. Furthermore, in 2002, CRDA participated actively in the development and endorsing processes of bilateral and multilateral Country Assistance Programs of the DfID, SIDA, ADB and The World Bank.

One of the major breakthroughs of CRDA realized towards the end of the year, on the policy participation side, was the commencement of a discussion process for establishing a mechanism for systematic NGO/CSO consultation with the Federal Parliament. CRDA, together with experts from the House of Peoples' Representatives, started developing a framework of understanding that is expected to be endorsed by the Parliament in the first half of 2003. Since the Parliament is the highest legislative body in the country, this would provide the best entry for the NGO sector to contribute to the process of reviewing and development of the country's laws, enacting of national policies and strategies and reviewing of implementation of plans at country level.

As clearly shown in the Second phase plan document, CRDA promotes a program objective of enhancing partnership and collaboration between members and their respective governmental partner agencies. This task was necessitated with the aim to facilitate and promote creation of common understanding among all concerned so as to minimize the level of the various disincentives and difficulties that existed in the operational environment of NGOs at the turn of the century. In relative terms, a number of improvements are observable

these days in this particular area. These improvements are partly attributed to the CRDA interventions realized in different forms during the reporting period and earlier. It is undeniable that a number of externalities have contributed as well towards this particular end. While appreciating the improvements, CRDA feels that things could get reversed easily.

Hence, additional investments leading to establishing systematic and lasting frameworks for enhancing such partnerships, both at Federal and Regional levels are still necessary.

Besides, considerable effort has been put in the area of providing up-to-date and reliable information services to members and partners. Considerable effort has been put to improve the services of the CRDA Resource Center by introducing regular cataloguing of reading materials that are of interest to NGOs. A marked increase has been observed from time to time in the number of visitors to the Resource Center as well as in those inquires to use the various types of CRDA information services. The recently established web-based DEVINET system has enabled quite a number of member agencies to capitalize on such scarce opportunities already created for them in the field of information technology. Moreover, the print-outlets are further diversified to suit the demands of NGO staff and other development workers at different levels.

On the basis of lessons derived from the last three years, CRDA opened opportunities for the three Regional Liaison Officers (East, South and Central) so that they could start assuming the proper CRDA representation function in the Regions. To this effect, their operation has immensely contributed towards creating improved communication (linkages) among field offices of member agencies, regional government offices and the CRDA Secretariat. From those positive trends observed so far, one could easily anticipate that strong regional NGO Forums could be a reality in the near future. This is particularly important, as the Government has set in motion a massive decentralization process already.

Harmonious with its capacity building objective, CRDA as before, managed to organize a number of training programs and workshops during the year, in which relevant staff of member agencies and other partners took part. With a prime objective of helping the smaller and emerging NGOs, the courses focused on such topics as program planning, management, organizational development, on communication and some cross-cutting issues as HIV/AIDS, gender, etc. In addition to the funding of micro-projects, the concerned staff members of the Secretariat were also able to organize field-level tailor-made training programs on various practical topics for group of member agencies. This approach has allowed maximizing the benefit of CRDA services to reach to the ever-increasing membership, even at reduced costs.

On the other hand, it was in this reporting period that the idea of the delegated resource management was initiated, gradually developed and materialized within CRDA. This concept, including its application modalities, detailed procedures and mechanisms, was widely discussed and enriched further with major stakeholders, including member agencies, donor partners and other interested parties. Accordingly, in 2002, a separate desk has been established within the Secretariat and through this arrangement, it was made possible to mobilize and manage considerable amount of resources delegated from some identified partners, out of which both CRDA members and non-members got access for funding. Amount of resources allocated and pledged in the year under this arrangement was found to be quite promising. Effort has continued in the direction of attracting more partners, including local partners (Embassies, UN agencies, Multi-lateral and Bi-lateral agencies), Ethiopians in the Diaspora and Lovers of Ethiopia, External Donor Partners (EED, ICCO, CordAid, etc.), so that they could join hands in this particular initiative starting 2003.

Eventually, it has been clearly noticed that some tasks that were envisaged to be realized in 2002 have not been fully or partially implemented due to various factors, some mentioned above, both internal and external. These include, among others: shifting emphasis towards handling of some unforeseen priorities (e.g. drought/emergency, NEPAD), extended preparatory work required for launching some activities that involve different parties, and unforeseen changes in the external

environment. However, using the facilities of the new CRDA Office and Training Center as well as with some internal vigor and actualization of some completed arrangements and provisions (full-fledged CRDA Forums), there is strong feeling that most of these delayed tasks would be re-visited and accomplished fully in the coming year.

I. Description of Key Accomplishments

In this section, the report tries to review and briefly present major accomplishments of CRDA realized in the year under each of the six major results already included in the second three-year plan and envisaged as well under the year 2002 Annual Operational Plan prepared for the year subsequently. As mentioned above, the whole presentation is structured in a way that it should maintain and adequately follow the type of configuration and style already applied under the second phase plan and used accordingly for preparing the year 2002 AOP at subsequent stages.

Result 1: Strongly linked members are able to influence policy and decision-making at all levels

This Result is mainly concerned with facilitating and ensuring successful realization of two major intermediate outcomes; i.e., re-orienting the CRDA Working Groups to evolve as broad-based entities, and identifying and establishing strategic alliance with the various informal NGO networks.

1.1. Identify, promote and strengthen national, sectoral and thematic networks and replicate them at regional level

❖ *Taking inventory of existing networks*

Taking inventory of the existing Networks was identified to be the first step in the whole process envisaged under this particular activity. The primary intention here was to gather relevant and up-to-date information on all Networks that are already established and are functional in the country and to ensure its timely availability for future use. A database is to be developed in subsequent years comprising all relevant information on Networks, including their status, area of focus and etc.

Accordingly, a questionnaire was developed and sent to 15 identified groupings and the required responses and feedback have been obtained from the majority. Systemic analysis and storage of the information and deriving key recommendations are major steps following towards completing the whole task, expected to be realized early in 2003. Upon its completion, this inventory is expected to serve as a basis for future planning, in indicating how initiatives of various nature could be organized and implemented jointly with such clusters or networks with the aim of strengthening the whole effort geared towards addressing major issues of common interest.

❖ *Develop modalities for strategic alliances*

Some enabling conditions have been created for NGOs' their work since recently. Consequently, it has become apparent that some NGOs have already started nurturing informal networks or groupings working along geographic and thematic lines. CRDA, noticing such positive developments, has decided to involve itself directly to play the role of delegation and/or to collaborate with them in promoting some tasks that are of common interest. To this end, the following two major tasks were accomplished:

- A Guideline for supporting members' and partners' initiatives that come in the form of event or campaign organization, researching and other group initiatives has been developed and incorporated in the CRDA Supports Guideline.
- On the basis of lessons learnt and in consultation with representatives of Working Groups, the CRDA Guideline for the operation of Working Groups was revised and latter approved by the Executive Committee.

❖ ***Strengthen the different groups/networks and facilitate their work***

Briefing sessions were conducted to all Working Groups of CRDA on the new Three-year Program and potentials for their support provision for its actual realization have been identified and agreed upon accordingly. The Groups were encouraged to make maximum use of the opportunity made available in the Plan for promoting their objectives through organization of studies, visits, campaigns and seminars.

A proposal had also been prepared on possible rearrangement/reorganization of the CRDA Working Groups into relatively broad-based and focused platforms called "Forums", after the issue was discussed and further enriched using comments/feedback received from all concerned.

Working Groups —→ Forums....aspiring for a greater impact!!

The re-orientation of CRDA Working Groups to mature and emerge as relatively broad-based and focused platforms named as 'Forums' has been smoothly facilitated and handled successfully. The newly emerged Forums are different from the former Working Groups in that they have a formal position in the CRDA hierarchy, being directly accountable to the Executive Committee.

Forums are expected to play an important role in facilitating collective learning and advocacy to influence public debate and policy by mobilizing members and constituencies in ways that provide greater voice, energy, knowledge and experience to solve social problems. Once these Forums get operational, the role of CRDA Secretariat shall be supporting and facilitating their agenda.

A total of five Forums (Capacity Building, HIV/AIDS, Rural Development, Urban Development, and Good Governance and Policy Advocacy) were successfully established and all have managed to finalize the necessary preparatory works to start functioning fully from 2003 onwards. This is an outcome of a combined effort of all those concerned put in the area of facilitating and promoting complete re-organization of existing WGs towards allowing, eventually, their gradual and genuine transformation into such relatively bigger and broader platforms.

Steering Committees that are elected by all Forums to coordinate their operation have already drafted their respective Terms of References and Action Plans for the year 2003. Furthermore, there is a plan to establish additional two Forums in the first few months of year 2003, one on "Gender" and another on "Children and Youth".

From the outset, all the Forums have managed to attract speakers from different governmental and non-governmental agencies with a hands-on experience in their respective areas. This is expected to be more intensified both with the assignment of full-time coordinators and operationalization of their respective annual plan of actions developed for the coming year.

❖ ***Facilitate/support collective actions***

Collaborating with and extending support to the different groupings has become an in-built culture of CRDA. The fact that some of them have managed to secure their legal status and have started joining CRDA as members has been seen as a positive development, which is supportive to CRDA's future transformation to a 'Network of Networks'.

Most of the CRDA Working Groups were under the process of reorganization and revitalization almost throughout the year. Therefore, the intended task for some of them to be organized in the form of groups and to launch accordingly joint initiatives of their own has not been materialized. However, with the very rapid and encouraging level of development reached at this stage, with regard to their complete re-organization, there is a strong feeling that this would show significant improvement in the remaining two years of the second phase program.

On the other hand, it was possible to support a number of initiatives organized and launched by group of NGOs, large proportion of which was provided for promoting group initiatives of members geared towards observing and celebrating some of the international days commemorated in the country during the year. These include: the Day of the African Child, the International Day of Victims of Torture, the International Day for the Elderly, and International Day of the Disabled.

Because of such supports of CRDA and others, observation of such International Days and promotion of Ethiopian issues has become more of an accepted custom from time to time. This has created an opportunity for the participating NGOs to display their efforts and advocate for the benefit of their target groups in their respective work areas.

Furthermore, an "NGO Position Paper on Urban Development" has been developed in the year with an initiation of the Urban Working Group. The Position Paper is developed with the intention of building a platform of partnership for urban development between the government, civil society and private sector. It is also intended to promote the GO-NGO interfaces to achieve consensus and establish a mechanism for strategic approaches of urban development, including promoting good governance, participatory urban policy making and implementation.

Another initiative underway by the Urban Development Forum aims at developing a Database on the various Livelihood Promotion Approaches of NGOs. A questionnaire developed has been administered and data entry and storage will continue in 2003.

❖ ***Facilitating the work of Working Groups, Task Forces and Networks***

Meetings of Working Groups and Task Forces were regularly organized and used for discussing various issues of common concern and for reviewing plans and accomplishments. The required venues, together with facilities, have been provided for these meetings and for other related tasks. Responsible and capable coordinators/focal persons are elected and placed in each of these groups.

1.2. Promote NGO ethical practices and standards

With regard to promoting this particular aspect, CRDA plays two important roles. Promotion of NGO ethics and standards amongst its members is the first, whilst on the other hand, CRDA, being a consortium, has its own standards that it has to make sure all are respected by its members. CRDA's role as a core promoter of the Ethiopian NGO Code of Conduct can be counted as a third responsibility area. Key accomplishments realized in the year in line with these particular concern areas are presented below:

❖ ***Harmonize the CRDA Bylaws and MoA and create awareness among all concerned***

The CRDA Memorandum of Association (MoA) and Bylaws are revised, updated and distributed for use by members and partners. Regular follow-up mechanism developed and put in place for proper follow-up of observance, as issues related to members' adherence to the CRDA MoA and Bye-laws are regularly included in the list of agenda items for discussion by EC meetings.

The three Regional Liaison Officers of CRDA have continued promoting the Ethiopian NGO Code of Conduct in their respective operational areas. They introduced and distributed quite a number of copies to regional partners and grassroots organizations. The effort is expected to assist and strengthen the work of the Code Observance Committee. The CRDA bylaw has also been made compatible to the Code of Conduct, in that, those NGOs wishing to join CRDA have to be signatories to the Code of Conduct.

Besides, continued emphasis was put in the year on promoting the issue of high ethical standards of NGOs through all possible means and using opportunities created when working very closely with individuals/groups comprising often representatives of NGOs' leadership. There is, however, a very strong feeling that such efforts be further intensified and continued, in a more systematic and proactive manner, so that they could yield better results over the coming two years and beyond.

Like in the previous years, considerable effort was being put towards ensuring that all members and the Secretariat staff received revised and updated version of copies of the CRDA MoA and Bylaws. In addition, the CRDA bylaws and MoA were being continually publicized through regular publications and using the internet, posted on the CRDA Website.

❖ ***Organize training programs on advocacy and ethical practices***

One of the short-term courses organized in 2002 was 'Good Governance'. This course, apart from looking at governance issues in society, gave an opportunity for participating NGO leaders to raise and discuss governance issues within the NGO sector. In addition, the national workshop held under the theme of 'Capacity Building' has helped to exchange experiences and views on emerging issues and expectations involved under NGO self-governance in general.

Through the ToT program conducted on "Lobbying Skills", it has become possible to train 24 staff of member agencies who, in turn, managed to train a total of 294 participants through 12 various workshops organized both in Addis Ababa and outside.

1.3. Handle membership affairs and promote common causes

As in the previous years, the need to effectively coordinate and facilitate the smoother handling of membership affairs and promoting of common causes was being fully taken into account and given high priority and attention throughout the year. To this effect, considerable amount of effort and staff time had been invested for facilitating, actual handling and following-up of the day-to-day matters towards ensuring that everything goes in line with the plan.

Actual implementation of most activities, including routine ones, planned for the year in line with this particular direction was being coordinated and facilitated up to standard, acceptable to all concerned. This includes, among others, receiving and processing applications for new membership requests, facilitating the process of upgrading of associate member organizations to full members, and investigating of problems encountered by individual member organizations and forwarding recommendations for further consideration and decisions by concerned bodies at subsequent stages. Details are presented below:

❖ ***Screening for Membership***

Each year, CRDA reviews requests for membership from a number of newly established NGOs. Acceptance of new members consolidates CRDA's collective position as a representative of the NGO community. Getting the status of "Member of CRDA", apart from allowing access to the various services of CRDA, is serving as an informal license for eligibility and securing acceptance for accessing supports and resources to be obtained from other potential sources that are available in the country and outside.

The Secretariat, in 2002, accepted and reviewed membership requests from some 75 NGOs. The high number of applicants is indicative of two aspects: there is a relative improvement in the requirements for registration; hence, there are many new NGOs approaching CRDA for membership, and the services of CRDA are liked by the members.

Out of the total number of candidates that applied for membership in 2002, 25 NGOs have been considered and accepted as Associate Members. Results of this screening process reveal that additional 13 NGOs have adequately fulfilled the criteria and, hence, are expected to join CRDA early in 2003. On the other hand, the Membership status of five NGOs was nullified in the year, as they showed continuous negligence and subsequent failure towards respecting and adhering to some terms and conditions already stipulated in the CRDA Bylaws.

❖ ***Organize General Membership and Executive Committee Meetings***

Regular meetings of the CRDA General Membership and that of its Executive Committee were organized and held in line with the plan prepared for the year initially. Similar to previous experience, effort was put to identifying issues of development concern to NGOs and hence, to identify and invite appropriate government officials or resource persons to address the Membership Meetings on selected topics.

❖ ***Represent the Membership at various fora***

Considerable efforts were put in the year to maintain the good working relationships already established with all partners, both within and outside the country. These, together with various efforts put earlier in this direction, enabled CRDA to systematically and gradually expand its partnership base. For this to come true, it has been attempted to develop and maintain adequate information base and to facilitate exchange of updated information with all concerned.

Quite a number of overseas working visits have been made in the year to discuss with selected donor partners towards allowing the timely commencement of the second phase. These visits have been very important and fruitful in a way that they were arranged and actually realized, i.e., to clarify procedural matters and to reach at a better understanding on issues of common concern.

Moreover, senior staff of the CRDA Secretariat as well as members of the Senior Management participated in various consultation forums organized by selected partners both at national and international levels. These include, among others, consultations organized by Cordiad, Christian Aid and ICCO. The representation of CRDA in the Festival Mondial on "International Cooperation and Sustainable Development", from June 15-16 2002, was also a recent development observed in the reporting period that contributed to expanding partnership base. The Festival was held at the LeiyPark Tilburg, the Netherlands, and was organized by a number of Dutch donor organizations, including NOVIB, ICCO and SNV.

Another new initiative started in 2002 and that showed significant progress towards the end was CRDA's active participation in the effort of creating south-south partnership with selected umbrella NGOs working in Africa, as coordinated and supported fully by Fredskorpset, a Norwegian-based agency. The aim is to facilitate and promote staff exchange program among interested agencies, both north-south and south-south. A workshop was conducted to this effect in Uganda/Kampala, in which CRDA participated with representatives from the other four umbrella sister organizations working in Kenya, Uganda and Tanzania. The actual planning and implementation of this particular initiative is expected to start from early 2003 onwards. CRDA is selected to host the next forum planned to be held in March 2003.

Result 2: Contributions of members and partners to address issues of global and national concern increased

CRDA, being the biggest umbrella and *de facto* representative of the Ethiopian NGO/CSO sector, has continued playing considerable role in facilitating and coordinating efforts of its members and partners with the aim to assist and contribute for the country's development endeavors as a whole. Taking this into account and appreciating positive trends observed so far in this particular direction, including gaps, the Second Three-year Plan has allowed opportunities for further intensifying the scope and direction of such supports, for the whole scheme to become more inclusive and reasonably focused. This has created, in turn, additional space for capturing further and including additional areas requiring continued involvement and support at subsequent stages. This particular result, together with all its activities, was therefore born, to this effect.

Likewise, under this result, adequate provisions have been made in line with supporting and promoting various initiatives of members and partners through using either of the different alternatives identified to be useful for the purpose under consideration; i.e. self-implementation, collaboration with and support for others.

Taking into consideration the limited experience available within CRDA to handle and coordinate such programs, significant proportion of time, particularly in the first half of the year, was spent mainly in handling preparatory tasks launched basically with the aim of facilitating awareness creation among the membership and others concerned. Quite an encouraging progress was realized in launching most of the initiatives planned for the year, as shown below.

2.2. Supporting studies/researches for facilitating NGOs'/CSOs' advocacy and lobbying

CRDA provided support for carrying out some studies with the aim of promoting the availability and use of an improved information base on some of the key engagement areas of the country's NGOs/CSOs.

To this effect, two studies were conducted, each under the themes of: "*Education, Employment and Marriage of Visually Impaired Women*" and "*Assessment of the Role of NGOs in Prevention and Control of the Spread of HIV/AIDS - The Case of Addis Ababa City*" respectively.

On the other hand, support was also extended in the year for the printing of the first '*Ethiopian Legal Directory*'; including for promotion of its results. This is expected to serve as an aid to enhancing NGOs' knowledge on the subject under consideration and to facilitate the smoother understanding and handling of related matters in their day-to-day work.

2.3. Enhance NGOs' involvement in promoting good governance

❖ *Enhancing improved governance for greater effectiveness and impact - Partnership with ICOMP*

CRDA, together with two other organizations, namely, the 'Population Concern' and the 'NGO Council on Population, Health and Welfare Inc.', based in Bolivia and the Philippines, respectively, has entered into new partnership with the International Council on Management of Population Programs (ICOMP).

The main objective of the project is to enhance "Improved Governance of NGOs for Greater Effectiveness and Impact on Sexual and Reproductive Health". The project aims at developing assessment tools and mechanisms to improve governance in a booklet form for use by countries in the South.

It is a new initiative and probably the first of its kind in Ethiopia. It is expected to enhance the capacity of NGOs in addressing the emerging sexual and reproductive health challenges and needs of women, men and young persons. Ten partner NGOs are identified and included to participate in the project from each country selected for the purpose and the final handbook will be widely distributed in electronic form and hardcopy upon finalization.

2.4. Promoting members' involvement in addressing conflict resolution, peace and good governance issues

A number of short-term training courses were organized for members on such important topics as Lobbying Skills, Local Capacities for Peace and Human Rights and Development (See Annex). One such workshop dealt with a successful Local Capacities for Peace Project (LCPP) for the North Omo Zone, Arba Minch. Furthermore, CRDA supported a local initiative of organizing a peace conference between the "Ari" and "Mursi" ethnic groups in the remote South Western part of SNNPRS.

To provide the public with up-to-date and pertinent information regarding domestic law, the legal system and the basic human rights, CRDA supported the publication of the First Annual Edition of Ethiopian Legal Directory. In another development, CRDA was represented as well in the Good Governance Steering Committee established to conduct a nationwide study intended to monitor the progress of African States towards Good Governance.

2.5. Increased engagements in regional cooperation and global campaigns

CRDA played an active role in familiarizing as well as coordinating collective CSO positions on the New Partnership for Africa's Development (NEPAD), taking the lead role in organizing national CSO consultation forums and the African CSO Workshop on NEPAD. A two-day Regional Consultative Meeting was organized for key CSO/NGO groups in Africa. The meeting was aimed at consolidating the various CSO reflections on NEPAD initiatives and to strategize participation of CSOs in the implementation, monitoring and evaluation of NEPAD. The Addis Ababa CSO declaration, produced by the meeting, was sent to all NEPAD African Secretariats and to the ECA.

Moreover, it was also possible to participate at the initial stages of the 'Coffee Campaign', the initiative organized by Oxfam-GB, particularly in the planning stage and in identification of major stakeholders and other actors.

CRDA organized, on the other hand, a workshop on "Fair Trade for Poverty Reduction and Development", with the objective of creating awareness on globalization and fair trade in the context of poverty reduction.

2.6. Contributing towards the development of education and other social services

CRDA, serving at the ESDP in the Ministry of Education (MoE), played proactive role in influencing on policy/programs affecting the work of the country's NGO/CSO sector and that of its member agencies in particular. The various occasions organized to this end were used for promoting reflecting the various interests, positions, and issues of the sector's common concerns and to advocate and lobby for ensuring adequate consideration and proper treatment of the same in the formulation of relevant policy/programs by the MoE.

Financial support was extended in the year to initiatives of members directed to promoting of 'Child Rights' both at national and regional levels. Collaboration was also made with the "Basic Education Network" in marking the Year 2002 International Literacy Day. This was complemented by a financial support provided for organizing a series of consultative and skill development events initiated by the Network. Similarly, financial support was extended for promoting radio debate and public speaking programs that were organized for covering a range of issues and important messages conveyed as part of observing the 'International Youth Day', marked in the year.

Likewise, in order to have updated information on issues related to disability, CRDA extended its support for the study conducted in the year on *"People's Attitude towards the Education, Employment and Marriage of Visually Impaired Women"* and for marking the *'International day of the Disabled'*.

2.7. Advocate for appropriate poverty reduction policies and programs

CRDA served as a focal institution of NGOs/CSOs for relating with the government and the public at large. To this effect, during the year, a Task Force, established under the auspicious of CRDA, organized a series of debate and discussion sessions of CSOs to digest and enrich NGO perspectives and positions on the interim-PRSP. The preparatory process culminated with the development of a comprehensive NGO statement, which was published and presented at winding Federal level multi-stakeholders workshop.

The NGO/CSO participation in the PRSP process can be cited as a success for a number of reasons. The fact that some of the major NGO/CSO recommendations are incorporated in the final national document is one and very important. This is a very encouraging result and CRDA feels that the objective of influencing the strategy development has become successful.

In order to allow for and maintain logical follow-up at subsequent stages, the NGO/CSO PRSP Taskforce has developed a framework for monitoring the implementation of the Ethiopian Sustainable Development and Poverty Reduction Program (ESDPRP), a process to be launched from 2003 onwards.

2.8. Promote NGO contributions to Food Security and Responses in times of emergency

❖ *Promote Food Security concept development with concerned members, partners and government bodies*

National and regional NGOs and Partners consultations were organized on the findings of the study conducted earlier on "Food Security, Sustainable Agriculture and Trade". These consultations gave participants opportunities to review and enrich the "Food Security Lobby Strategy", which is to be implemented by the Rural Development and Urban Development Forums of CRDA, already established and started fully functioning in the year. A camera-ready version of this study has been produced and made available for wider circulation. In addition, a familiarization workshop was organized for members on the new "Food Security Strategy", issued by the Government.

On the other hand, in connection with marking the year 2002 World Food Day, CRDA extended its financial assistance in support of an event that was jointly organized by the Ministry of Agriculture and the Food and Agriculture Organization (FAO). In this event, prize awards were offered to farmers and development agents selected from the locality for demonstrating outstanding performance in the year.

2.9. Enhance responses and contributions towards addressing environmental issues

CRDA joined hands with group of members and partners in the promotion of environmental agenda through joint celebration of the year 2002 World Environment Day. The occasion was used to lobby for the enacting of a number of Environmental Laws (Pollution Control, Environmental Protection Institutions and Impact Assessment). It was possible eventually to take part in the preliminary review of the draft legislations as well as presenting the points at a public hearing in the Parliament.

As a convener of the NGO Urban Working Group, collaboration was made in the implementation of the innovative "Clean and Green Addis Ababa Initiative". In addition to serving in various Committees, CRDA provided a starter financial support for the initiative. The active participation of CRDA as well as its members in the initiative has contributed to the improvement of the level of partnership between NGOs and the City Administration.

2.10. Facilitate appropriate response of the NGO sector to the HIV/AIDS crisis

❖ ***Stimulate and support awareness and prevention activities***

Supporting the work of members and enhancing their role and contribution towards curbing the spread of HIV/AIDS has been one of the major concerns of CRDA in the reporting period. Most initiatives or projects supported to this end were found to be much more focused and instrumental in bringing about positive results mainly in areas of awareness creation and sensitization.

❖ ***HIV/AIDS projects initiated through special arrangements with donors and other partners***

CRDA-Ireland Aid HIV/AIDS Pilot Projects

After tripartite agreement was signed among Ireland Aid, HIV/AIDS Protection and Control Office (HAPCO) and CRDA, over 30 project proposals were received from NGOs/CSOs that are operating in two Regions, namely, SNNPRS and Tigray. CRDA carried out technical review and appraisal of projects including field visits. The Joint Steering Committee composed of representatives from HAPCO, Ireland Aid and CRDA reviewed the proposals and approved funds for a total of 16 projects (13 from Southern Ethiopia and the remaining 3 from Tigray Regional States). Project monitoring visits were conducted to both Regions and the implementation of all projects is being finalized during the year under review, as planned. The total amount of fund allocated under this particular program is about Birr 2.8 million.

Coordinating Member Agencies' undertaking related to HIV/AIDS through support obtained from UNDP

The United Nations Development Program (UNDP) has granted CRDA for coordinating the effort of its member organizations undertaking activities related to HIV/AIDS. The total budget earmarked for the project has been USD 25,000 (Birr 212,500). The fund secured through this particular support was utilized for facilitating and handling of different activities of member agencies launched in the year in relation to HIV/AIDS. These include, among others, for: (re) production and dissemination of HIV/AIDS-related materials, organizing HIV/AIDS-related workshops/meetings on cost-sharing basis and for the preparation of spots. The project was already closed in 2002 and final report was prepared and submitted to the UNDP in line with the agreement entered originally.

Furthering NGO engagements in promoting the livelihood of AIDS Orphans

Memorandum of Understanding has been signed between CRDA and the Fund for Orphans of AIDS in Africa (FOAA), a voluntary agency based in Washington and working closely with the World Bank and Ethiopians in the Diaspora, for jointly handling and promoting initiatives aimed at promoting the livelihood of HIV/AIDS orphans. An Advisory Board, comprising five members and chaired by H.E. Dr. Negasso Gidada (the Ex-President), has already been formed to facilitate and ensure the actual start-up and smoother handling of the whole initiative, including for managing of the intended fund.

CRDA, as a Country Partner Organization (CPO) for FOAA for this particular program, is expected to play important role in facilitating and assisting various tasks such as: project appraisal, facilitate the work of the Advisory Board, evaluation of projects as per the FOAA's guidelines and in monitoring the impact of grant funds provided by FOAA.

❖ ***Support in guideline and manual preparation***

A booklet entitled "*Standing up to HIV/AIDS in Ethiopia: The part of CRDA*" has been produced and made readily available for distribution and use from early 2003 onwards. The main aim of the Booklet is to document the efforts exerted by CRDA since the epidemic has been reported in the country. Major contributions of CRDA realized so far, to this end, were reviewed and reflected under its various headings, which are selected and included in the manual to serve for the purpose under consideration.

❖ ***Facilitate networking and cooperation with relevant agencies***

Collaboration with and assistance to HAPCO

Using various opportunities created in the year, CRDA managed to continue its technical supports with the aim of assisting the work of the HIV/AIDS Prevention and Control Office (HAPCO). These include, among other things, provision of input and technical assistance: in the preparation of its body of laws, in popularising the use of ARV drugs policy, in the preparation of its action plan and in the development of guidelines for the use of ARV drugs.

Moreover, in 2002, CRDA served as a member of the HAPCO Advisory Board and the National Review Board and actively took part in the designing and actual implementation of Mid-term Review of programs/projects of EMSAP.

❖ ***Represent member agencies at various levels and liaison with relevant partners***

Representing its members and the NGO sector at large, CRDA managed to take part fully in and actively contribute to the overall planning and actual implementation of various initiatives handled by the following committees/forums, being considered and unanimously accepted to serve as a:

- Member of the Management Board in the National HIV/AIDS Prevention and Control Office
- Member of Central Coordinating Mechanism, a national committee established for accessing Global Fund for Malaria, AIDS and TB
- Member of the Donor Partners Working Group, a task force that deals with the Health Sector Development Program (HSDP) including HIV/AIDS at a national level in support of the work of the Ministry of Health (MoH)
- Member of the UNAIDS Technical Working Group
- Member of East African Nationals Network of AIDS Service Organizations (EANNASO), a Network located in Arusha, Tanzania, for 13 Eastern African Countries.

2.11. Responding to internal and external changes and emerging issues

CRDA's initial response to the country's current drought and famine

The current drought and famine in Ethiopia has caused a big panic in the country at large and particularly on the side of practitioners and all concerned actors in the circle. Notwithstanding there were lots of confusions at the initial stages, CRDA managed to organize and adjust itself internally and has continued playing important role towards responding to the situation. Major initiatives of CRDA realized in 2002 along this particular direction include the following:

- Sponsoring discussion/debate forums among relevant stakeholders: CRDA sponsored the TV discussion, in which NGOs as well as high level governmental delegates took part.

- Facilitating information exchange amongst Members: Following the national appeal, CRDA re-activated its "Emergency Task Force" that was made possible to share information for coordinated response. In addition, CRDA put considerable effort towards sensitization of its members, on the scope and magnitude of the problem, through inviting relevant speakers from various sources and opening discussions during the General Membership Meetings

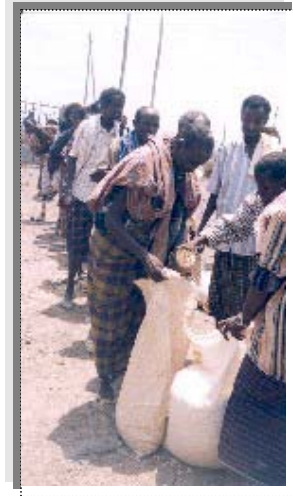


- External resource mobilization: After assessing the magnitude of the problem, CRDA developed a proposal and forwarded its appeal to potential donor partners. In response, CRDA managed to mobilize about 1.2 million Birr. This has been channeled to selected member agencies operating in the declared needy areas.

- NGOs Staff Contributions: After carefully analyzing and understanding the magnitude of the problem and the global situation at large, it was found necessary to mobilize resources domestically. CRDA, in addition to serving in the National Fundraising Committee, managed to mobilize the staff of member agencies and about 30 NGOs have entered commitment to voluntarily contribute for the emergency response. Staff from other NGOs are also expected to join hands in this particular initiative as of early next year.

Moreover, in its continued effort to further follow-up on the subject under review and to ensure that the necessary responses are received from all concerned both timely and adequately, CRDA took the following actions:

- Produced an update on the situation and responses and circulated the same to all concerned
- Issued appeals to all partners, including donors, regarding their poor and delayed responses to this emergency situation.



Result 3: Partnership between members and other actors in development strengthened

This is also another new Result Area considered and included in the second phase plan for further treatment and realization. The Result, in its entirety, aims primarily at enhancing understanding between the different national development actors so that they could join hands and work together for maximizing the effectiveness and impact of their collective actions.

3.1. Identify and promote partnership with relevant global and national partners

It is evident that, during the First Three-year Plan period, the major thrust of the work used to lie on improving NGO-Government relations. However, this has changed in the second phase and expanded further, both in its scope and coverage, with the aim to ensure that it would be more exhaustive and inclusive in handling and addressing of all relevant aspects associated with this major subject under consideration.

This situation has provided, in turn, opportunities to take part fully and actively in the facilitation and coordination of different initiatives, national and global, and to work more closely with various development actors at different levels. The more proactive role played in all stages and contributions made towards facilitating and ensuring the successful handling of various initiatives is one of the most important developments observed in the year in line with this particular direction.

CRDA's active participation realized in the PRSP process, in the review of SDPs, the NEPAD, in the design of Country Assistance Strategies of multilateral agencies, in preparation of national reports on conventions, and in the review of draft policies are some examples that could be cited along this line. Above all, these connections have created opportunities for members to participate and share their views, experiences and various concerns in the formulation of policies and programs affecting their work and their respective target groups.

3.2. Identify and promote NGO-GO partnership at all regional and national levels

❖ *Facilitate and support initiatives aimed at developing NGO-GO partnership and collaboration guidelines in remaining regions*

In view of promoting GO-NGO Partnership at regional levels, CRDA participated in reviewing the draft Partnership Guideline and attended meetings held at regional level (Harrari Regional State) to discuss on the draft. The request of member organizations working in the Benishangul Regional State to strengthen the GO-NGO partnership in the Region has been entertained. Consultative meeting with these NGOs was held accordingly. The group has developed draft Terms of Reference as to how they would go about it.

In line with regional partnership enhancement, two initiatives were supported during 2002. These were: for conducting a three-day conference, which discussed Natural Resources Degradation (NRD) and Environmental Protection (EP) in Amhara National Regional State and for reproduction and distribution of the proceedings of another regional agricultural workshop organized in 2001 by the same. It is believed that these programs, in addition to enhancing Government-NGO partnerships, would contribute for the collective efforts towards addressing of food security-related problems in the concerned Regional State.

❖ *Facilitate and support NGO-GO policy discussions at Federal and Regional levels*

CRDA has remained in the front line, pushing for the enacting of the long-overdue 'NGO legislation'. Initially, the NGO Legal Framework Consultative Task Force reviewed the draft policy document and submitted its preliminary observations focusing on Registration and Regulation as included in the draft proclamation. This was presented at the consultation forum organized by the Ministry of Justice in June 2002,

which created a very good opportunity to enhance NGOs' active participation and hence, to pass a number of recommendations on the content as well as on the process of refining the law at subsequent stages.

At the end of the consultations and being delegated by participants of the civil society community, CRDA, together with Action Aid Ethiopia and PACT Ethiopia, served with the Legislation Drafting Committee, organized under the Ministry of Justice (MoJ). The Committee has finalized its task, and it is expected that the ratification of the Law be realized in 2003 after another round of consultation to be made next with the wider NGO/CSO community.

3.3. Identify and promote NGO-NGO partnership at all levels

Though much remains to be done in the coming two years, some facilitation and support was provided during the year in line with encouraging and promoting partnership development within and among the different member NGOs. Efforts are underway, through Regional Liaison Offices (RLOs), to promote this particular initiative at Regional level and there is a promising trend in some regions, which shows that relatively better and more concrete results would be attained in this direction in the remaining two years of the second phase and beyond.

In another development, CRDA encouraged and facilitated the emergence and actual operation of some groupings of its member agencies, having their own common interest and concerns that they want to jointly promote further. Groupings of Local NGOs and Faith-based Agencies are cases in point that came into reality in the year under review. Both forums were initiated by their own founding members and, hence, the role of CRDA in both cases was mainly facilitation.

On the other hand, the plan for organizing the year 2002 NGO Day has not been materialized for various reasons. The major reason was the current drought/famine situation throughout the country and its implications on the work of all concerned development actors and practitioners, which called, in turn, for the need by all to divert attention and priorities eventually.

3.4. Facilitate partnership and promote specific causes of faith-based agencies

In line with the provisions already made in the Second Three-year Plan and the various activities foreseen side by side in this direction, it was made possible in the year to ensure actual take-off and to embark on some preparatory activities together with representatives of the group under consideration.

The focus was mainly on awareness creation, sensitization and joint planning. Required facilitation was provided for allowing the smoother continuation and handling of some major tasks foreseen in the plan to be realized at subsequent stages. To this end, a number of subsequent sessions were organized and held and these were used for identifying needs and priorities and for joint planning on possible interventions and strategies for consideration by CRDA at subsequent stages. Preparation is underway towards designing appropriate support mechanisms and feasible strategies/approaches in line with responding to the needs identified earlier.

In the first half of the year, CRDA assisted in the organization of a conference held in connection with the Ethiopian and Eritrean Religious Leaders Peace Dialogue and also in the meeting of local NGOs called by a representative of the UN Secretary General to discuss on Ethio-Eritrean conflict.

Result 4: Members' capacity to effectively plan and implement their programs increased

This major component of the Second Three-year Program concerns mainly the human resource development as well as the resource supplementation activities of CRDA. As one of the long-established functions, a number of short-term training courses, field visits and tailor-made training programs were organized and conducted in the year for the benefit of a number of member agencies and other relevant partners. Effort continued as well in line with supporting the implementation of micro-projects of indigenous member agencies and strengthening of their planning base and management capacity through provision of some small grants.

4.1 Provide support based on specific gaps identified

The CRDA capacity assessment exercise is targeted to newly established indigenous member NGOs. The exercise serves as a tool to know the members more and respond to their most appropriate and urgent capacity needs. It also provides a framework for monitoring changes in the organizations. On the other hand, the exercise helps the participating members to reflect on their own organizational settings from different perspectives. A total of 27 assessments of such types were completed through in-house workshops facilitated by the CRDA Programme Officers. All concerned staff and Board members of respective NGOs took part in all sessions and provided valuable input and contributions, which was found to be very useful in making each session very lively, productive and successful eventually.

With the aim of responding to the various findings and recommendations of these exercises, there is a very limited provision in the plan to be extended to members in the form of small grants and be used accordingly in line with addressing or filling major gaps identified earlier. To this effect, it was possible in the year to extend such supports for seven member agencies. Feedback obtained from these NGOs indicated that such supports, although received in small amount, helped them a lot in addressing priority gaps and served, therefore, in line with the purpose originally meant for. Main areas of Members' priorities addressed through this support during the year include: conversion of children's home to a training centre, conducting pre-construction survey, organising awareness raising workshop on malaria epidemic, launching impact assessment, mainstreaming HIV/AIDS prevention and control, and inauguration of an HIV/AIDS Orphans Association.

4.2 Promote community need-based interventions by members

- A short-term training course conducted on Participatory Needs Assessment, using the PRA method, in which 22 staff from member agencies participated.
- A five-day in-house training workshop was organized on Community Participation and Needs Identification for field staff of member agencies working in the North and Western Shoa zones. This initiative is the first of its kind to be organized and conducted outside of Addis Ababa. It has provided an opportunity for participants to share their experiences and create network within their geographic area.
- In addition, financial support was provided to eight Need Assessment Surveys of eligible members. Through this support, participating members are expected to develop community needs priorities that are useful for preparing appropriate projects of their own at subsequent stages.

4.3 Assist members in program orientation and formulation

- Staff from eight member agencies who intend to do strategic review of their respective organizations participated in a two-day in-house workshop organized on strategic planning and management, a workshop facilitated by CRDA staff.

- 15 member agencies received small grants for handling their own strategic planning exercises. The actual number of agencies received this support is by far higher than it was planned originally. This has clearly justified the increasingly observable interest of emerging NGOs to start with clearly articulated operational philosophies and programmatic objectives.



- Two member agencies received small grants to complete the development of their respective action plans.

As mentioned above, the technical support provided in the form of in-house workshop on programme review and planning was done in combination with community needs assessment to the same participants. Such consolidation has helped the participants to deepen their knowledge and understanding on the subject.

4.4 Assist members in developing PME systems

It was successfully managed under this major activity to organize four short-term training courses on Project Cycle Management (two phases), Logical Framework Analysis (LFA) and Facilitation Skills, in which 59 staff of member agencies participated all in all.

Furthermore, 14 staff of member agencies attended a training workshop organized for introducing efficient PME systems. This has given opportunity for participants to share experiences and lessons and allowed adequate exposure to the various formats and procedures used in reality, while handling and dealing with practical aspects, particularly in the NGOs context.

4.5 Assist members in organizational development and management

❖ **Organize training on subjects relevant to organizational development and management**

Consistent with the plan, seven OD and management training courses were organized and attended by selected staff of members. The courses covered include: Financial Management and Control; NGO management and Leadership; Organizational Development; Secretarial Practices; Board Development; Information Management; and Strategic Planning.

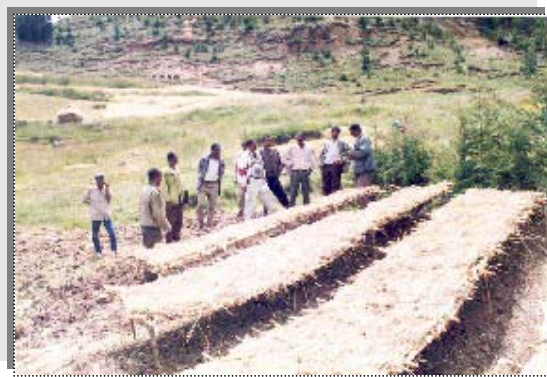
❖ **Provide institutional strengthening support for eligible members**

Support was extended in the year to a total of 10 members, each received a package of institutional strengthening support, which include Project Officers, computer with printers and Xerox machines. In addition, the employment period of eight Project Officers has been extended by an additional one year through using provision made available for the plan period for handling this particular matter. A computer-training program was also sponsored for three Project Officers of member agencies who were being seconded under the ISG program in 2002.

4.5 Organize training and exchange visits on main areas of NGOs work

The whole concern here lies mainly on: organizing and facilitating a number of training programs and workshops both on cross-cutting and thematic issues, providing practical learning opportunities for staff of members, organizing and facilitating of exchange visits and apprenticeships programs and on providing opportunities for experience sharing among participating members. Below are some of the major accomplishments realized during the year in line with this direction.

- A total of three training courses and 12 workshops were organized and conducted on cross-cutting and thematic issues, respectively
- Three exchange visits that focused on development in pastoral areas, environmental protection and water and sanitation were organized and attended by appropriate staff from selected member agencies.



- Four staff members represented from four different member agencies participated in apprenticeship programs organized on two selected topics, being hosted by two selected NGOs and each arranged for five days. The two topics selected for this year apprenticeship programs were: Home-based Care for HIV/AIDS Patients and Monitoring and Evaluation.

❖ Training program focused on building the capacity of Governmental partners

CRDA, in collaboration with the Oromiya Capacity Building Supreme Office, organized a weeklong training program on "Result- Oriented Leadership Skill". 38 top officials of the Oromiya Regional State Administration, including H.E. Ato Juneidi Sado, the president, attended this training program. The course covered conceptual and practical aspects of managerial and leadership skills. This training program, in addition to building the capacity of the Regional State Administration, served as a means for maintaining better understanding and working relationship, which in turn, is very crucial towards supporting our endeavors continued in line with creating a more enabling environment for the work of member agencies.

4.6 Provide funding and technical supports for micro-projects of members

Taken as a whole, provision of a range of interrelated supports aimed at promoting the quality of the design and implementation of members' micro-projects is one of the long standing traditions in CRDA. This situation has, therefore, allowed opportunities for the Association to derive and document various experiences and lessons in the field, which are mostly used as input for streamlining of subsequent efforts. These include, among others, in the formulation and adjustment of relevant policies, strategies and guidelines and for the preparation of both long and short-term plans.

The various technical supports to be provided in this direction go through all stages in the project cycle development; ranging from office level review of requests to field level appraisal, to be followed by facilitating the approval process by the Project Approval Committee (PAC) and then field level monitoring of actual implementation.

Accordingly, in 2002,

- Five pre-funding/appraisal visits were conducted to respective member agencies and the required technical support has been provided onsite; prior to submission of project proposals to CRDA for seeking financial support.
- A total of 30 micro-projects of member agencies were supported in the year with a total cost about Birr 4.0 million. The support provided in this regard is believed to have served as a practical learning experience for supported member agencies as its primary aim is to develop their capacity so that they could design and implement relatively larger projects for accessing funds from other sources, both local and international.

4.7 Provide financial support for fundraising and promotional activities

Seven member agencies were provided with financial support so that they could be able to organize local fundraising events of their own. This window of support has continued to make the benefiting members to promote their objectives and efforts and thereby establish links for local resource mobilization.

4.8 Building capacity for strengthening reproductive health services through IFH support

This project was initiated in 1998 and is aimed at building the capacity of health personnel in the area of Post Abortion Care (PAC), Post Abortion Family Planning (PAFP), STDs and HIV/AIDS that are drawn from NGOs and Government Health institutions located in Oromia and Southern Regions. A total of 293 health personnel represented from various institutions received training on PAC, PAFP, STDs and HIV/AIDS.

According to the agreement, the project was supposed to terminate in December 2002. However, this could not be materialized due to delays in implementing of some of the training programs planned for the year and other related activities.

There is a plan to conduct a fact-finding mission, IFH, together with CRDA, early next year to look into the possible package for the next phase of this program, including enhancing the involvement of NGOs in reproductive health and HIV/AIDS interventions. Preparation is underway towards this end.

4.9 Managing resources and programs delegated by donor partners¹

The delegated resources management scheme in CRDA was further conceptualized, initiated and actually materialized in 2002, after being consulted, thoroughly discussed and enriched further with concerned stakeholders and donor partners who showed interest, readiness and potential to take part in the initiative either in short or long-term.

The rationale for CRDA to initiate and promote further this idea has been due to its need to:

- mobilizing of more resources and create better funding access for projects of National NGOs/CSOs
- serve as an alternative fund-channeling body for Bilateral and Multilateral agencies, foundations and other donors
- make funding separate and independent from such other identities of CRDA as representation, networking, advocacy, capacity building, information and, by so doing, to reduce or avoid possible causes for role conflicts and duplication of efforts.

¹ The Ireland aid support to HIV/AIDS pilot projects (discussed earlier in this report under Result-2, 2.10) has also been secured through this arrangement to follow similar procedure and operational modalities.

With this background and in line with the objectives stated above, CRDA was delegated in the year to manage resources and programs of donor partners and funds that were secured from other sources locally. The actual status of these funds is discussed very briefly below by type of program/project.

CORE Group Support to Polio Eradication in Ethiopia

Being delegated by the CORE Group (the US-based Consortium of Child-Focused NGOs), CRDA managed to provide its support for five member NGOs for strengthening and promoting their participation in the Polio Eradication Campaign Sub-National Immunization Day (SNID) in Afar, Somali, Benshangul-Gumuz and SNNPRS, covering 20 Woredas in all regions. A total budget of about Birr 2 million was earmarked in the year for the whole program. Preparatory works are being made and consultation is underway to enter into a multi-year program collaboration.

The sub-granted NGOs were involved in sensitization of the community and community leaders, conducting of training and orientation for community health agents and volunteers, in micro-level planning and monitoring of the campaign.

The food security program supported from CRDA truck sales

The total fund generated in the year from the proceeds of the CRDA trucks sales was nearly Birr 8.4 million. With the consent of DPPC, this fund was allocated for selected NGOs that are found capable to implement food security projects in the SNNPRS, and Afar Regional States. The tripartite agreement was signed on time between DPPC, the two project holders (in SNNPRS and Afar) and CRDA, and implementation of the projects is expected to start early in 2003.

CRDA collaboration with JICA

The Japan International Cooperation Agency (JICA) has shown interest to work with CRDA and Ethiopian NGOs and collaboration agreement was signed accordingly, to be effective from January 2003. The collaboration will include linking of Ethiopian NGOs with Japanese counterparts and volunteers and exchanging of relevant information from both sides. CRDA, being responsible for facilitating this collaboration from the Ethiopian side, would have a separate desk, with responsible officer, to be managed through JICA's fund already allocated to it as of January 2003.

Other Initiatives

In addition, the following activities were performed in the year in light of further promoting the scope and coverage of this particular initiative and as a preliminary preparation for facilitating and ensuring the possible expansion of partners participating in the program in the years ahead, both in number and diversity.



- Linking Ethiopian NGOs with Donor partners: A number of appraisals, monitoring reporting and related advisory services were rendered to the benefit of participating NGOs and respective donors.
- Preliminary contacts and consultations were being made with some embassies (Sweden, Norway, DfID) and initial responses have been found to be very

promising. Discussions are underway towards actual realization.

- Contact already created and consultations are underway with other partners, including multilateral agencies (UNDP), foundations and other groupings (Fifty Lemons and Ethiopians in the Diaspora).

Result-5: Members' and partners' access to and use of diversified, relevant and up-to-date information improved

This Result involves all the three major and most important functions of a complete information services delivery system, namely, information generation, storage and dissemination. Much has been done and achieved in this direction so far. However, the service is considered still as one of the CRDA's growth areas, requiring further intensification and improvement. Effort has continued to successfully handle and accomplish various activities leading to adequate realization of this particular Result. Major tasks accomplished in 2002 in line with this direction include the following.

5.1 Conduct information need assessment at regular intervals

It was towards the end of year 2001 that CRDA initiated and actually launched its first Information Need Assessment Study. This study was unique and the first of its kind in the way that it was designed, organised and implemented, i.e. having a relatively wider scope and coverage and in a more systematic and standard manner, respectively.

The review and analysis work was done simultaneously and come up with important findings, conclusions and recommendations and most of them have been taken into consideration while preparing the year 2003 plan. As clearly shown in the second phase plan, CRDA is committed to undertake such assessments every two years, taking into consideration that the interval would be used for implementing findings and recommendations obtained from previous years.

Experience so far reveals that more attention and focus has been given to use results obtained from such studies for just improving the information services that is not, of course, an end on its own, as far as CRDA is concerned. Therefore, more thinking and planning has continued in line with integrating the results of such studies into the networking, advocacy and capacity building functions of CRDA, so that they could equally benefit from the whole effort to be put further along this line.

5.2 Develop and maintain strong and reliable information base

❖ ***Develop and update the CRDA web-site***

The CRDA website is one of the means used for posting and disseminating relevant information related to the work of CRDA and member agencies, through the Internet. Effort has continued towards ensuring that the most required and updated information of various types is regularly posted, normally on a monthly basis, or otherwise, every fortnight. These include: the CRDA News (English), Update, Library Information Slip and other information on common areas of concerns, such as, PRSP, NEPAD, NGO Legislation, etc. Recently, the home page of the web site is being redesigned to give it a new face, a more attractive one. Same would continue in the coming year for the inner pages as well.

Regular updating of this web page helped to strengthen CRDA's information dissemination function. Not only existing information has been updated, but also new information has been posted on the site on a regular basis, which has helped to get information across, timely and speedily

❖ ***DEVINET (the web-based information gateway for development information on Ethiopia)***



DEVINET (Development Information Network on Ethiopia) was launched, as a joint initiative of CRDA and the British Council, in November 2001, with the aim to support the development of Civil Society through collating, organizing and publishing information generated by NGOs and other development organizations in Ethiopia. 67 NGOs have registered so far as members of the Network.

In relation to this new line of development and with the aim to facilitate its effective realization at all stages, a total of five training programs were organized and conducted for staff of the 67 agencies already registered as members, with an average of 15 trainees in each session. Using the knowledge gained from these training programs, it was observed that eight agencies successfully managed to have developed and posted their respective web sites on the DEVINET site. The number of visitors to the site has approximately reached 359,000 and the discussion forum, which is one of the provisions made available in the DEVINET site, has entertained a range of discussions and exchange of ideas among all concerned on several issues or subject matters of common interest.

❖ ***Upgrade, maintain and update CRDA Resource Center***

In the year under review, the Center has managed to receive 134 documents of various types (books, CDs, and videocassettes) from different sources, including a number of periodicals and reports on different topics. The information has been disseminated timely using information slips prepared for the purpose. As a long-established experience, CRDA continued displaying new arrivals to the RC (books, articles, proceedings, etc.) on its display shelf, so that they could be easily visualized by all users. Dissemination of such information has been done also using different means that are found to be useful for reaching larger audiences around the globe. These include, "CRDA News" and "Lisane CRDA" (publications regularly produced in English and Amharic languages, respectively), the CRDA website and Newspaper Clippings, i.e. newly introduced additional source of information.

Furthermore, effort has been put in appropriately documenting and feeding into the relevant database the different types of materials in the Center. A 'Brochure' has been developed as well with the aim to help users on showing clearly for users on how to use its services and highlighting major regulations and procedures to abide by. There is a plan to distribute it to all members and other users early 2003.

An inspiring move was observed generally in the management aspect of the Resource Center being enlightened by the fact the new CRDA Office/Training complex is nearing completion and hence, the long-standing problem of space shortage and congestion would then be resolved automatically.

❖ ***Compiling information on NGOs' work***

Experiences and lessons in the past reveal that availability of relevant, complete and timely information on the work of member agencies in particular and on that of the NGO/CSO sector at large are very vital for advocacy and lobbying initiatives to be handled and realized at all levels in a more effective and meaningful way. CRDA has commissioned a study geared towards assessing and compiling all

relevant works of NGOs realized in the past five years and their key contributions towards assisting the country's development endeavors at all levels, including challenges and opportunities. This study is nearly completed and its results are expected to be readily available for use as of 2003 onwards.

5.3 Make relevant and diversified information available for users

❖ *Produce directories from the database*

The CRDA databases have continued to serve as one of most important sources for generating various types of information relevant for the work of members and other partners and to be widely used in the day-to-day efforts towards satisfying the needs of all potential users.

Work started as well in line with producing a "Members' Profile Booklet", a task that is to be done through updating the existing CRDA Members' database and that would hopefully be completed in the first quarter of the coming year. Similar efforts have also been put during the year in finalizing the task of updating the existing "Consultants' Database". However, due to little or no response received from consultants in providing updated information of their own, this particular task and another one that was planned to follow next, i.e. producing the relevant directory, could not be completed as per the plan envisaged originally.

The "HIV/AIDS Database" was simultaneously updated with the "Members' Database". However, since it will need to consist more information than what is on the Members' Database and on the existing HIV/AIDS database, it has been realized that more time is needed for completing the whole task.

❖ *Produce various CRDA publications*

This particular initiative has continued to be one of the main concerns of CRDA throughout the year and hence, was given high attention in every respect. It was, therefore, more intensified, especially with the production and wide circulation of the "Amharic CRDA News" and with the newly introduced "Update" and "Be Informed"; for which a total of six, 11, and five publications were produced, respectively. Readers have been made aware as timely as possible on various issues affecting their work through these publications as well as through press releases prepared on different issues such as PRSP, emergency, etc.

5.4 Create awareness in the area of information

Information was being circulated among the whole membership and, at times, particularly to Working Groups, through e-mail, posting the information on CRDA web site and through the regularly updated mailing list. There has been positive feedback from members upon the varied and timely information they receive through these different media. However, two-way information flows, from CRDA to members and vice versa, still remains as work in progress.

Nonetheless, this is hoped to improve through the basic training program to be given in the coming year to members on 'information technology' that covers the whole range of relevant subjects, including Internet, e-mail and web designing. The background paper for this training is already prepared. CRDA continued also producing and distributing, on a monthly basis, one of its important PR Materials, namely, "Members' List". This publication has remained to be one of the widely-requested and utilized PR materials by all concerned, including the CRDA Secretariat, the membership and other partners.

5.5 Undertake Public Relations work for enhancing NGO image

The task of developing and updating the CRDA Information Package (introduced for the first time) and other relevant Brochures, respectively has been successfully completed. Besides, various types of materials have been produced and used in support of the on-going PR work. These include, bookmarks, wall watch and pens (all with CRDA name and logo) and a documentary film. The yearly PR materials of CRDA, i.e. greeting cards, agendas and calendars have been produced and distributed on time among all members, partners and other relevant stakeholders. On top of these, considerable effort has been put in the year in the area of publicizing the on-going work of CRDA and its members, including actual contributions made in various fields, to the general public using all opportunities and means available in the country, including the Government media.

Result 6: CRDA Secretariat has the capacity to deliver timely, diversified and qualified services

This Result is concerned primarily with enhancing the capacity of the CRDA Secretariat so that it could effectively organize and provide the various types of services, i.e. managerial, administrative, financial and technical, required by member agencies and other partners in line with ensuring that all activities involved under each of the remaining five Results are successfully handled and realized and that this is contributing discussed above.

Major areas of support mechanisms envisaged under this Result cover such important topics as: Human Resource Development, Management Information System, Donor/Partner Relations and PME. The overall performance observed in 2002 along this particular direction was quite promising. However, generally, there is a feeling that much remains to be done in the coming two years with regard to HRD and MIS to ensure eventually that all activities under this particularly Result are implemented adequately and in line with the plan prepared originally.

6.1 Human Resource Development

CRDA, having started the year with a new program at hand ready for implementation in the second phase, it was found necessary to take all the necessary measures in assigning of available staff in all positions created under the new organogram and in recruiting of some from outside. By so doing, it was made possible to fill the gaps created due to changes introduced internally.

Upgrading the skill and knowledge of staff so that it could play the entire necessary role in implementing various activities that are already envisaged in the second phase has complemented this. To this end, the Secretariat staff, including members of the management team, attended workshops/seminars of various kinds organized at different levels, and represented the membership at various fora. These were all triggered by invitations received from different partner agencies within and outside the country.

A committee, comprising of six staff members working under different units of the Secretariat, has been formed for following-up HRD and other related matters and remained to be fully functional during the year. The Staff Policy and Human Resource Development Committee (SPHRDC) is mandated to look into Staff Policy Matters and plays a lead role in the selection of candidates as part of contributing to enhancing the overall Human Resource Development effort of the Association in general.

Effort continued in the year in line with building the capacity of the Secretariat's staff working in different capacities and level of responsibilities. A number of staff members attended training programs and workshops organized at national, regional and international levels and held on such important topics as; Fundraising, Advocacy and Lobbying, PME, Strategic Planning, Institutional Development and Organizational Strengthening, Local Capacities for Peace, HIV/AIDS, Gender, and Financial Management, etc. These have created opportunities for the staff to get more exposed to recent developments in their respective fields, to refresh and update their knowledge and skill, to get to know each other and share experiences with other colleagues, and to create contact for future networking with all concerned, globally.

Recent developments reveal that the need for continuously capturing and accommodating new developments and shifts as well as changing needs and priorities, both internal and external, and the issue of tracking of organizational and programmatic arrangements, in due course, has remained to be one of the major concerns of CRDA. To this end and in line with recent trends and new developments observed practically in the overall working context, another study was launched in the year with the aim of developing and introducing a new organizational structure and working procedure for the Secretariat. This study, by virtue of

being designed and launched under such a very crucial transition period, is expected to capture all relevant issues involved in future work of CRDA and to pave, eventually, the road towards successful realization of its two Strategic Aims. The study is near to completion and its actual implementation is expected to start from early 2003.

On the other hand, the backstopping services that were envisaged for the year to be received from EED and I/C Consult, were realized as planned and agreed-upon initially. These supports have been found to be very useful and supportive in assisting the on-going efforts of the Secretariat geared towards handling various important tasks. These include, but not limited to, in organizing and conducting internal assessment exercises, designing of strategies towards supporting and facilitating the work of faith-based agencies, and in developing and introducing internal PME systems useful for tracking the implementation of CRDA three-year programs in line with originally envisaged directions.

❖ **Promoting systematic inward-looking and learning practices**

Recent trends globally tell that, for organizations having such nature as CRDA, the state of becoming more of a learning organization and the need to demonstrate more concrete advancement along this line is uncompromisingly inescapable, if not mandatory, for sustaining survival.

This whole issue is, of course, a very recent introduction in CRDA and relatively newer in a way that it is designed and initiated as well as it is organized and actually manipulated these days, which is in a relatively more systematic and coordinated manner. However, despite this, considerable level of improvement has been observed in the past few years in organizing and facilitating a number of initiatives aimed at promoting the practices of self-assessment, reflection and learning from within.

To this end, in 2002, two Retreat sessions were organized and conducted, in which all concerned staff of the Secretariat took part fully, including members of the Management team and Senior Management. Both Retreats were found to be useful in furthering awareness, knowledge and understanding on relevant and timely issues, for reaching general understanding on various issues of common concern, for refining/enriching of strategies, approaches and modalities towards ensuring successful realization of planned activities and for designing and reaching an agreement on responsibilities and co-operation required to be realized at all levels.

Especially the second Staff Retreat, held in October 2002, was very unique from those that were conducted earlier, both in its organization, actual handling and in its outcomes realized eventually. Various papers, prepared on important topics, were presented and discussed thoroughly in line with new developments and trends observed already in CRDA and that are very crucial in affecting its work and overall performance at subsequent stages. To this effect, some useful strategies and approaches have been identified for further consideration and treatment.

The other supportive development observed in the year was the CRDA Executive Committee Retreat, held towards the end of the year. This Retreat was organized as a follow-up to that of the first one, held in 2001, and its design was systematically directed to allow monitoring of the actual progress made in implementing the then resolutions and for discussing the potential roles that it could play in light of recent developments. Especially, the discussion held on the second topic was found to be very crucial as it allowed the EC to capture future trends and issues, both internal and external, and to designing of appropriate mechanisms on how to respond to them, jointly with the Secretariat and the General Membership. Such initiatives of the EC have been found very important in guiding, facilitating and supporting the on-going work of the Secretariat, mainly in providing clear policy directions and strategies that are relevant to the work of CRDA and its member agencies, in particular.

6.4. Maintaining smooth relationship with donors and other partners

❖ ***Continuous follow-up, monitoring and reporting and ensuring smooth information exchange***

CRDA has continued serving as a major and reliable source of information as part of its day-to-day efforts geared towards supporting the work of its donors and other partners. Similar to previous years, work continued in the area of monitoring micro-projects of member agencies and submitting reports on the same to respective donors and partners.

Moreover, effort continued in the year towards ensuring that donors and concerned partners receive updated and relevant reports on regular basis, including Semi-annual and Annual Reports of CRDA as well as special reports on their respective area of concerns and for projects/programs initiated through their funding supports.

❖ ***Identifying and linking with new donors and partners***

As mentioned under different Results discussed above, Result 2 and Result 4 (HIV/AIDS and Delegated Fund Management, respectively), considerable effort has been put in this direction and results achieved accordingly were very encouraging. Much has been done towards facilitating new linkages created in the year and in maintaining and strengthening the already established ones, through direct contacts and exchange of relevant information via meetings, visits, e-mail exchanges, etc.

Moreover, CRDA hosted various visitors represented from its partners, including donors, and other international, multilateral and bilateral agencies both from within and outside the country. These include, among others, representatives from: EED, Cordaid, ICCO, WB, FAO, UNDP, IFH, Core Group, Christian Aid, I/C Consult, DfID, SNV, Fredskorpset, SIDA, Helvetas, etc.

Status of the New CRDA Building (Office and Training Center)

The construction of the new CRDA Head Office and Training Center has been completed three months ahead of schedule. The plan is that it will be occupied in late January 2003 and start hosting training programs, with its various facilities and services, as of March next year.



III. Financial Overview

This section provides an overview of CRDA's year 2002 financial performance observed in the year against plans prepared and agreed-upon originally for implementing activities discussed above under each of the six major Results.

As shown below, considerable attempt has been made to make all the necessary comparisons between actual performances and planned targets. Results obtained from this exercise have been used as a basis for analyzing and judging success, both specific and overall, separately under each of the two major categories, namely, "Income" and "Expenditure". Correspondingly, the analysis went further down to the details and tried to observe and judge 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 the tables provided below (Table 1 and 2). Parallel with these, it has been tried to provide narrative descriptions with the aim of elaborating and putting much more stress on most important trends observed in the year and for explaining as well, as briefly as possible, major reasons for significant deviations observed against the plan prepared originally.

A. Income - Resource mobilization

CRDA managed in the year to mobilize and secure from various sources, internal and external, a total income of Birr 18, 727,964.16, which is about 92.4% of the income envisaged originally in the financing plan. 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 remarkable performance achieved in the year provided additional opportunities for CRDA to expand the scope and coverage of its services. Its actual engagements in various types of initiatives, not foreseen in the original plan, was found to be very crucial for strengthening its continued move towards promoting the quality and effectiveness of services to be provided for member agencies, leading to successful realization of its two strategic aims, eventually.

As far as details are concerned, relatively higher performance was realized in the year in securing the income to be obtained from various potential sources foreseen under the year 2002 financing plan. These include, the timely collection of membership fees, securing additional income from managing delegated funds of donor partners and from the various services provided for their respective projects, 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 particularly in the area of raising and mobilizing funds from local partners (embassies, multilateral and bilateral agencies, UN agencies) was found to be very encouraging and highly dependable. One such opportunity used in the year towards this end was, of course, CRDA's increased acceptance and engagements for managing delegated resources and programs of donor partners, as discussed above, in the preceding sections of this report.

On the other hand, the overall income collection under the item "Cost sharing on Training Programs", i.e. 54.22%, was the one that showed relatively lower performance in the year. This was due to the strategic choice already made and the ever-increasing intention of CRDA to attract and ensure the participation of indigenous member agencies in its training programs organized in the year on various topics. This contributed, in turn, for the lesser income collected in the year, due to lower cost sharing arrangements set already for this grouping as opposed to that of international member agencies.

Table-1 below provides a more detailed information on the actual status of income collection against targets envisaged originally under the year 2002 financing plan, by major sources of financing.

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

No.	Source of Financing	Annual Financing Plan	Actual Income	Variance for the Year	Percentage Achievement
1	Internal Sources				
1.1	Membership fee	1,293,750.00	1,146,750.00	147,000.00	88.64
1.2	Cost-sharing on Training Programs	306,654.00	166,257.85	140,396.15	54.22
1.3	Other income (Fax services to members , sales of CRDA directory & bank interest)	1,436,972.00	1,220,126.47	216,845.53	84.91
1.4	10% Income from Partners Projects	315,791.00	399,508.10	(83,717.10)	126.51
Sub-total		3,353,167.00	2,932,642.42	420,524.58	87.46
2	External Sources				
2.1	Traditional Donor Partners	15,916,476.00	13,873,593.66	2,042,882.34	87.16
2.2	Local Partners (Embassies, UN Agencies and other partners) ²	1,000,000.00	4,854,370.50	(3,854,370.50)	485.44
Sub-total		20,269,643.00	18,727,964.16	1,811,488.16	92.39
3	Others				
3.1	Emergency relief assistance		714,765.42		
Grand total			22,375,372.00		

² Amount stated under the "Actual Income" column includes the fund delegated for CRDA by the Ireland Aid the Core Group-WV/USA for supporting pilot HIV/AIDS projects and polio eradication initiatives in the country, respectively. Other major financing sources under this category were CIDA, British Council and UNDP.

B. Expenditure - Resource Utilization

The total budget allocated for the year for implementing the various activities planned under each of the six Results and for covering CRDA overhead costs (administration, finance and other overheads), excluding contingency, was Birr 19,304,423. The actual expenditure utilized in the year for the same showed slightly higher performance than the budget allocated originally, i.e. Birr 20,553,144.01, which is 108.9%.

As mentioned earlier, considerable efforts have been put 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 identified earlier. This was made possible through continued efforts of CRDA put forward in line with strengthening and further expanding its partnership base and as a result of its continued strive to broadening the scope and coverage of its services for better addressing the emerging needs and priorities of its members.

As a whole, year 2002 was a more fruitful year for CRDA in manifesting relatively higher performances, both in resource mobilization and utilization. However, on the other hand, the detailed analysis conducted further by major areas of expenditure showed that there are still some differences or up and downs in the level of performances achieved under the six major Results, as compared with the budget allocated for each originally, being attributed mainly by different factors specific to each particular case.

While the actual performances realized under most cases have been found to be most appropriate and convincing, achievements observed in the case of Result 1 and 3 were quite noticeable in manifesting lower performance, as compared with others.

As far as Result-1 is concerned, it was envisaged in the plan and large proportion of the budget was allocated for supporting and promoting the activities and selected initiatives of the CRDA Working Groups and Networks. However, in reality, emphasis was geared fully and considerable amount of effort and time spent in facilitating the smoother and successful transformation of the CRDA Working Groups into Forums. This whole process of transformation took longer time than anticipated and continued even, in some cases, up to the end of the year. This has urged, therefore, CRDA to postpone the implementation of some of the activities planned for the year, including the budget allocated for them, considering the fact that they would be adequately taken up and treated by respective Forums as they develop and start operating fully at subsequent stages.

The relatively lower performance realized under Result-3 was attributed mainly to external factors that are beyond the control of CRDA. First, the decentralization process launched in the country affected the smoother start-up and continuation of the various activities planned at Regional and Woreda levels; and secondly, the recent drought has called for the need to postpone the implementation of some major undertakings planned for the year, e.g. the Year 2002 NGO Day, together with the budget allocated for them originally.

Table-2: Comparison between actual and planned expenditure by major areas of Expenditure- Year 2002

No.	Major Expenditure Items	Annual Budget	Actual Expenditure	Variance for the year	Percentage Achievement
1	Result 1: Strongly linked members are able to influence policy and decision making at all levels	1,606,020.00	1,065,117.04	540,902.96	66.32
2	Result 2: Contribution of members and partners to address issues of global and national concern increased	1,080,850.00	3,183,822.24	(2,102,972.24)	294.57
3	Result 3: Partnership between members and other actors in development strengthened	1,415,270.00	837,179.16	578,090.84	59.15
4	Result 4: Members' capacity to effectively plan and implement their programs increased	11,066,935.00	11,409,016.57	(342,081.57)	103.09
5	Result 5: members' and partners' access to and use of diversified, relevant and up-to-date information improved	712,808.00	771,443.26	(58,635.26)	108.23
6	Result 6: CRDA Secretariat has the capacity to deliver timely, diversified and qualified services	314,920.00	368,700.74	(53,780.74)	117.08
Sub-total		16,196,803.00	17,635,279.01	(1,438,476.01)	108.88
7	CRDA Admin & Finance including Capital Expenditure	3,107,620.00	2,899,865.00	207,755.00	93.31
Sub-total		19,304,423.00	20,535,144.01	1,230,721.01	106.38
8	Contingency (5%)	965,220.00		965,220.00	
Total		20,269,643.00	20,535,144.01	(265,501.01)	
8	Emergency relief assistance³		1,326,161.20		
Grand Total			21,861,305.21		

³ Birr 611,395.78 was used from Emergency Relief Reserve Fund received in the year 2001.

IV. The Road Ahead

CRDA believes that there are **challenges** it needs to grapple with and opportunities to exploit the fast-growing NGO sector, implementation of PRSP, nurturing of the newly-set up Forums, managing meaningfully the HIV/AIDS pandemic, improving NGO-Government relation, and increasingly reoccurring drought are among the important challenges.

The **main opportunities** CRDA needs to build on include continued importance being given to bottom-up participatory planning within the Government, Government plan to build its own capacity at the local and grassroots levels and the capacity of its partners, including NGOs, and growing confidence CRDA enjoys from its partners and members, donors, Government and the public at large.

In response, CRDA will:

Continue with capacity building of its members: Given that development is a continuous process requiring concerted effort from all development stakeholders, including NGOs, and that local NGOs still need support for capacity building, CRDA will continue with its capacity building initiatives in a more targeted, monitored and participator manner. Emphasis will be placed on accountability, efficacy and transparency. CRDA will strengthen its role in this respect by establishing a training center and building on its past experience to make the Center a model of excellence for capacity development of the NGO sector in particular and civil society in general.

Resource mobilization: As the work of CRDA members continue to expand, so will their resource requirements. The Association will, therefore, work towards increasing and diversifying its resource base. CRDA will enhance its resources mobilization capacity, look for new external donors, expand income-generation opportunities from local sources and explore possibilities for partnerships with the public and private sector to access funds.

Networking among its members and with other partners is an area that CRDA will give increasing attention to. The scope and roles of Forums is expected to increase in this respect. The responsibilities assigned to the newly-constituted Forums are daunting. It is incumbent on CRDA to ensure the success of these and similar other Forums.

Review Mission Statements/Strategic Aims: in view of the unfolding economic, political, social and cultural developments in the country and abroad.

Innovation: Promote innovative approaches of NGO services to hard-to-reach communities; e.g., pastoralists.