

CHAPTER ONE

Key Interventions in Creating Enabling Environment

Central to CRDA's stated objectives is the creation of enabling environment for its members and for the development of the NGO sector in general. This mainly involves efforts to facilitate the policy environment in which NGOs operate for effective and efficient implementation of development programs. The ultimate aim is to reduce poverty and to improve the socio-economic conditions of the poor in Ethiopia empowering them to bring about change.

CRDA has undertaken several activities aimed at creating enabling environment, including awareness creation, promoting research, exchanging information, networking, Forum development and addressing critical global concerns.

1.1 Building Positive Atmosphere

1.1.1 Awareness-raising

Awareness-raising holds the key to the creation of enabling environment for CRDA and its member organizations. This is vital for member organizations to meet their set objective of achieving sustainable development. It is in realization of this that CRDA carried out various activities in 2004 in terms of launching research activities and encouraging information exchange.

Accordingly, CRDA maintains a continuous flow of information among its member organizations and partners with a view to keeping them abreast of national and global NGO activities and movements. As specified in its Second Three-Year Program (2002-2004), CRDA not only generates and disseminates information from its own Secretariat. It also gathers information through its members and partners and makes sure that all partners and the public at large are regularly informed about latest developments in the NGO sector.

During the reporting period, CRDA reproduced various publications and releases for dissemination electronically and/or as hard copies and documented these in CRDA's Resource Center, which serves a wider public.

1.1.1.1 Developing information technology

The CRDA web site has been upgraded so as to make it as informative, interactive and attractive as possible. Posting latest information and publication, and setting up e-mail accounts for the various Departments, Sections and Forums within CRDA are some of the changes made. A total of 22,421 visitors accessed the web site during the year under review.

The Development Information Network on Ethiopia (DEVINET) is a joint CRDA and British Council Initiative. It is a web-based information gateway, which has provided development information and especially a discussion forum that has been widely used by the public. During the period

DEVINET training



under review, a brief evaluation and needs assessment was undertaken where a questionnaire was developed and tested on 10 out of 91 NGOs that participated in the training programs provided by the DEVINET from 2001 to 2004. The actual assessment will take place during 2005 when the training manual will also be revised.

Alongside introducing improvements in the information technology, orientation programs for CRDA Management staff have been given, for instance, on e-mail handling and usage to facilitate smooth communication within and outside the Secretariat. A booklet on **'Basic Guideline on Using e-mails and the Network'** had also been developed and distributed with the aim of ensuring proper handling by all Departments and Services.

Database information, which is always highly-demanded information, has also seen certain improvements. HIV/AIDS Database had been finalized and is operational (minor tasks, however, remain before launching it). Updating of Consultants' Database was undertaken alongside Members' Database with special focus on providing current information on the operation of member organizations.

1.1.1.2. Upgrading CRDA's Resource Center

During the period under review, the library received 71 books, CDs and documentary films in donation, and purchased books and videos on diverse development issues. Information on these and other materials in the library had been disseminated through the regular "Information Slip", which is e-mailed out every two to three weeks, posted on CRDA web site and CRDA notice boards.

CRDA Resource Center



Considering the distance of CRDA office from the city center and the decreased library usage (as compared to previous times), promotional work was necessitated. Accordingly, a publication '**A Glimpse Within**' was prepared by the Resource Center and distributed to CRDA member organizations, various

libraries and offices. The library database was also posted on the CRDA web site (www.library.crdaethiopia.org) bringing the library closer to users.

The CRDA Cyber Café had also rendered useful services to member agencies and visitors requiring Internet browsing and e-mail, which is a free service. The Cyber Café allocated two of the five working days of the week for students and the rest for non-students.

1.1.1.3. Compiling, promoting publications

Diversifying its source of information, CRDA had also given special attention to compilation, circulation and promotion of various publications (hardcopies). The monthly English '**CRDA News**' and the bi-monthly Amharic '**CRDA News**' were regularly published and disseminated to all organizations on CRDA mailing list. Other publications such as the '**CRDA Update**', a non-regular publication, were disseminated during the period under review. Moreover, a weekly publication, '**E-Journal**', was also launched during the period. Through these publications CRDA had informed and updated members and the general public, encouraged information exchange, as well as ignited issues for discussion, etc. The publications focused on a number of issues ranging from news to informative articles and commentary to initiate debate.

Visiting a display of documents



To ensure smooth communication channels between and among CRDA members and the sector as a whole, a booklet, '**Members' List**', carrying the names and addresses of members of

CRDA, was regularly produced and disseminated.

A study was set in motion to produce an information kit covering NGO operation in various regions of the country and focusing on the quantitative contribution that NGOs make towards development. The study was undertaken jointly with the Disaster Prevention and Preparedness Commission (DPPC). The final draft of the study will be released in early 2005 and is expected to be distributed to the wider public and posted on CRDA web site.

As part of its promotional and awareness raising activities, CRDA participated in different exhibitions. Prominent among them were one held at Alemaya University and another one at the ECA on the occasion of the African Forum.

1.1.2 Networking

CRDA believes that networking is an arrangement for bringing organizations or individuals together to achieve common goals and interests, and take collective action on the basis of mutual understanding, shared responsibilities and commitment. Networking is based on membership, ownership and a commitment to share objectives and means of collective action. As an umbrella organization with a membership of over 250 NGOs and faith-based organizations, CRDA has every reason to lay special emphasis on networking if it is to achieve common goals.

Convinced of this, CRDA, among other awareness raising activities, conducted workshops, training seminars and experience sharing both through the Secretariat and the various Forums. The workshops and seminars covered a whole gamut of issues ranging from HIV/AIDS and gender to good governance and drought as well as from children and youth to desertification, urban development and agriculture. These workshops greatly assisted in forming and strengthening networking by bringing together experts, resource persons and participants from a diversity of professional and social backgrounds enabling them to share their rich experiences and knowledge. The proceedings of the workshops were circulated among member NGOs and all users. The documents are also kept in CRDA library to serve users as a source of information about latest developments in the NGO sector.



Exchanging thoughts

In a similar manner, CRDA facilitated discussions and initiatives on a number of issues (MDGs, PRSP) and involved in different task forces such as EU-Cotonou Agreement, IGAD-NGO/CSO National Steering Committee, engagement with Parliament, etc.

In the same period, CRDA, under the auspices of the Forums, organized and observed annual events like the Day of the Elderly and the International Women's Day as part of its awareness-raising strategy. The contribution of Regional Liaison Officers also has had immense impact in bringing NGOs and Government closer. The Oromiya, Addis Ababa and Southern Nations, Nationality and People's Regional State (SNNPRS) Regional Liaison Offices (RLO) have made significant contributions towards creating enabling environment for NGOs operating in the respective regions. The RLO for Addis Ababa and Oromiya facilitated different support requests by different governmental and non-governmental organizations. Similarly, the RLO for SNNPRS made efforts to enhance GO-NGO relations by organizing the regional GO-NGO Forum in collaboration with all concerned. The Forum carried out significant activities including handing over of NGO resources to government upon termination of project, outsourcing government funds for good-performing NGOs in overcoming capacity limitations, etc.

During this period, CRDA encouraged its member NGOs and Forums to network at national and regional levels to promote collective learning and shared experiences. For instance, the National HIV/AIDS Forum developed links with the East African National Network of AIDS Support Organization (EANNASO) giving it the opportunity to tap the experiences of countries like Uganda.

Similarly, the Children and Youth Forum established close links with the National Task Force on Orphan and Vulnerable Children (OVCs) and has also become a member of Child Rights Information Network, an international information network of children-centered NGOs.

The contribution of Regional Liaison Officers also has had immense impact in bringing NGOs and Government closer. The Oromiya and Addis Ababa and SNNPRS RLO have made significant contributions towards creating enabling environment for NGOs operating in the respective regions. The RLO for Addis Ababa and Oromiya facilitated different support requests by different governmental and non-governmental organizations. Similarly, the RLO for SNNPRS made efforts to enhance government-NGO relations by organizing the regional GO-NGO Forum in collaboration with all concerned. This Forum carried out significant activities including handing over of NGO resources to government upon termination of projects, outsourcing government funds for good-performing NGOs in overcoming capacity limitations, etc.

1. 1.2.1 Forum development and collective action

Forums play a significant role in promoting collective learning and advocacy. Forums are better placed to influence public debate and policy by mobilizing members in ways that provide greater voice, energy, knowledge and experience to solve social problems. CRDA had played an important role not only towards the creation of Forums, but also in supporting and facilitating their agenda.

Urban Development Forum: This Forum focused its activities on issues of housing and street life as critical urban issues requiring strong advocacy. Accordingly, during the reporting period, the Urban Development Forum undertook significant works. The Forum has:

- Undertaken a research study on synergizing poverty eradication partnership
- Facilitated exchange of information between and among Forums
- Organized and observed International Day of the Elderly
- Interacted with different government bodies and NGOs with the intent of networking, and
- Paid experience-sharing visits to six NGOs.



Gender Forum: This Forum concentrated particularly on mainstreaming gender in various programs, besides undertaking awareness-raising and promotional activities. During 2004, the Forum:

- Organized and observed the International Women' Day on March 8 and was involved in a campaign against Female Genital Mutilation (FGM)
- Conducted a two-day workshop on capacity building and networking for Gender Forum members
- Participated as trainer in three gender training programs: Gender and Development, Gender Mainstreaming, and Gender and Organizational Change, and
- Undertook a Beijing + 10 Review Process.

Rural Development Forum: During 2004, the Rural Development Forum participated in various workshops and training seminars focusing on agricultural extension, combating desertification, land administration, rural transport and development, food security issues, improving productivity and market access as well as environment and water resources management.

It developed the Forum's food security lobby and advocacy strategy action plan to implement policy advocacy and policy influencing.



National HIV/AIDS Forum: A total of 122 NGOs have so far joined the Forum. The National HIV/AIDS Forum focuses on Action Research and Policy Advocacy (ARPA), Shared Learning and Training (SLT) and Capacity Building (CB). From a number of activities carried out to this effect during 2004, the Forum:

- Organized various discussion forums on the role of NGOs in the fight against HIV/AIDS in Ethiopia
- Launched a research study to assess the role of the media in fighting HIV/AIDS
- Organized a study tour program for 15 member organizations in Uganda on the country's efforts of community mobilization in addressing HIV/AIDS
- Organized, jointly with CRDA and the Ethiopian Diaspora in USA, a series of training workshops on ARVT and PMTCT management for health professionals working in different sectors, and
- Conducted training on advocacy and lobbying skills to Forum members.

Good Governance Forum: The Good Governance Forum desires to enhance NGO/CSO participation in the democratization process. Accordingly, its overall goal is to mobilize groups to participate in the political, social and economic life of the country, with a view to ensuring poverty reduction and betterment of the livelihood of marginalized people. During 2004, the Forum:

- Re-organized its structure by establishing three working teams: Capacity Building, Research and Advocacy and Engagement of Members in Democratization
- Undertook Strategic Planning Initiative
- Consolidated its membership
- Encouraged members to actively participate in the 2005 National Elections
- Conducted capacity building programs for members in advocacy by organizing a training program on advocacy and lobbying skills
- Published a brochure on civil education and citizens rights, and
- Involved in the celebration of the International Day of Human Rights.



Children and Youth Forum: The Children and Youth Forum of NGOs has 56 NGO and CSO members. After engaging in building its internal capacity, the Forum was involved in policy matters such as the national OVC Task Force Committee, the preparation of the National Plan of Action for Children and National Youth Development Program, and coordinating the third complementary report on the Convention on the

Rights of Children (CRC). Furthermore, the Forum prepared a National Plan of Action for Children and organized a Consultative Workshop on the National Plan of Action for Children in collaboration with the Ministry of Labor and Social Affairs (MoLSA). It has finalized organization of children meetings in 10 regional localities in connection with compiling an NGO alternative/complementary report on the implementation of the CRC and organized the Day of the African Child in June.

1.1.2.2 Exchange program

A project proposal was prepared to develop partnership with the Fredskorpset that would enable CRDA and its membership to share experience with the former and with other selected development actors working in the South. The areas of partnership focused on promotion of human rights, ethics and ethical practices, good governance and democratization, policy advocacy and lobbying, promotion of economic trade, environment, debt cancellation, etc.

Accordingly, two exchange program participants; one from Norway (to work on research) and one from Uganda (to work on advocacy and lobbying) were seconded to the CRDA. CRDA sent one of its staff members to work in Uganda with the Ugandan Women Network. This opened up opportunities to share experiences on a much closer ground. Though the area of collaboration was very broad, CRDA opted to commence the initiative at a manageable size and scale up gradually with lessons and experiences being gained. This exercise has also contributed to building staff capacity in terms of exchanging ideas and skills.

1.1.2.3 Membership

With its growing role in representing the NGO sector in particular and CSOs in general the membership of CRDA has significantly increased. Thirty four NGOs were accepted as associate members joining the membership of 212 and bringing the number to 236. Four member organizations were upgraded to full members and three defaulting NGOs were cancelled from membership. The large majority of NGOs joining the membership expressed their interest in benefiting from the capacity building programs of CRDA and networking widely to keep themselves updated on current trends.

During the year under review, CRDA membership held a number of Meetings reviewing the work of the Association. These were Executive Committee Meetings (nine) and General Membership Meetings (five). Here decisions on a range of issues were passed, strategies designed, and suggestions for improvement and rectification and approvals made.

1.1.3 Addressing critical national and global concerns

In addition to encouraging its members to actively participate in development processes, CRDA also encouraged CSOs to focus their attention on critical



national and global concerns. Initiating involvement in the Sustainable Development and Poverty Reduction Program (SDPRP), facilitating CSOs role in the Millennium Development Goals (MDGs), taking a lead role in drawing up an NGO legislation (with the government), mobilizing assistance for emergency needs, and playing a forefront role in the establishment of the Civil Society Campaign Against Famine in Ethiopia (CS-CAFE) are some of the activities CRDA accorded great attention in an effort to facilitate its operation and thereby enhance the involvement of NGOs in particular and CSOs in general in the development of the country.

1.1.3.1 MDG and SDPRP

With already four years passed, Ethiopia is one of the countries, which has shown little or no progress in attaining the Millennium Development Goals (MDGs) by 2015. Thus, as achieving the MDGs by the given target time remains a concern to all stakeholders, CRDA made some awareness-raising attempts during the period under discussion by organizing meetings and workshops with different government and civil society organizations, which got together to discuss alternative means of reaching at least half of the expected goals.

Closely interlinked with the MDGs is the Sustainable Development and Poverty Reduction Program (SDPRP). The CRDA Secretariat had been taking different initiatives in involving its membership in the issue both at national and international levels. One such initiative was the meeting it organized to bring together the CRDA membership, Parliamentary Network on World Bank and the Ethiopian Parliamentarians. This was an attempt to foster better understanding among MPs, of the World Bank's work in Ethiopia and to facilitate a review of the SDPRP.

Bringing different organization together



As Civil Society continues to closely and actively involve in realizing the SDPRP, what began as the NGO PRSP Task Force established under the

auspices of CRDA, later grew into becoming an independent body: Poverty Action Network/Ethiopia (PAN/E). The transformation process resulted from an understanding that task-oriented actions need to change to long-term issue-oriented participation with concrete results in development and economic growth. This body attempts to monitor the progress of the SDPRP in attaining its goal as stated in the national Poverty Reduction Strategy Paper, submitted by the Ethiopian Government and endorsed by the Board of the IMF and World Bank in 2002.

1.1.3.2 CS-CAFE

After its establishment at a conference jointly organized by CRDA and Christian Aid in 2003, the Civil Society Coalition Against Famine in Ethiopia (CS-CAFE) had been working on promoting workable initiatives, pointing out limitations and proposing better strategies in critical areas proposed at its founding conference. Some of the activities it thus carried out during the period under discussion focused on reviewing key policy issues such as the Agriculture Development Led Industrialization (ADLI), land tenure policies, resettlement, inventory and revival of abandoned relevant schemes, environmental marshal plan, donors' policy, etc.

Establishing a sub-committee, the Coalition had especially been dealing with promoting viable and creative citizens' initiative towards better food security. It had also been looking into possibilities of reviving abandoned relevant schemes in the country that are potentially capable of creating massive employment that could, again, enhance food security in Ethiopia. Accordingly, CS-CAFE organized public discussion forums for CSOs, pertinent citizens, government and the media. A visit was also made by Jonathan Dimbleby on areas of water resource development for the production of a documentary film.

Cognizant of its role in bringing about better food security in Ethiopia, the CS-CAFE lobbied for and secured a position in the Executive Committee of the International Campaign for More and Better Agriculture and Rural Development.

1.1.3.3 NGO Legislation

To facilitate the policy environment and foster policy work, CRDA continued to work as an active member of the NGO Legal Framework Consultative Working

Holding a press conference



Group in drafting NGO legislation. The Ministry of Justice also expressed willingness in incorporating the changes proposed by the NGOs at their various meetings. However, despite its many promises, the Ministry failed to realize the inclusion of NGOs' comments and suggestions in the draft legislation, which posed a problem because the NGO group still found the legislation to be a very restrictive document that would negatively impact on the sector's work. Hence, the NGOs reached a decision of drafting an Alternative Legislation, which was accordingly drafted and tabled for public debate by calling a press conference.

As per the suggestions forwarded by various CSOs, certain amendments are being made to the document, which is hoped to be presented to the House of People's Representatives (Parliament) in the coming year (2005).

1.1.3.4 Advocating, lobbying and networking

While involving in a number of activities, CRDA has been building its relationship with government, which has significantly facilitated its lobbying activities for improving the operating environment of NGOs. CRDA for instance has been lobbying the Ministry of Finance and Economic Development and the Office of the Mayor (City of Addis Ababa) for tax exemption of salaries of expatriates. While this work is still in progress, CRDA has also been working with the Office of the Deputy Prime Minister in designating a government body to provide services to the NGO community (at the time when the Disaster Prevention and Preparedness Commission's (DPPC's) announced that it was no longer working with NGOs). Due to CRDA's persistence, the role of DPPC was reinstated.

In cases where rifts were created between government bodies and NGOs due to misunderstanding of programs, CRDA intervened as was the case in Oromiya where two CRDA member NGOs work was threatened by government personnel due to some form of unrest at the time.

During the year under review, a major advocacy activity worthy of special mention was CRDA's meeting with the Commissioners of Africa. CRDA played a lead role in facilitating NGOs/CSOs participation in the Meeting held in Addis Ababa in the presence of British Prime Minister Tony Blair during which a civil society position was submitted.

1.1.3.5 Core Group Polio partners

The CORE Group is a voluntary network of 40 citizen-supported, private, non-governmental organizations based in the USA. The main focus of the CORE Group is women and children in the context of multi-sectoral development. It is established with the vision of helping accelerate the eradication of polio. Based on this vision, the CORE Group Partnership

for Polio Eradication was launched in Ethiopia in November 2001 upon agreeing to work with the Christian Relief and Development Association (CRDA) as one of its partners.

During the period under discussion, Private Voluntary Organizations (PVOs)/NGOs implemented polio eradication programs in 21 *Woredas*, and 10 zones of 5 regions with a total population of 2,366,772 of which 1,114,796 are under fifteen years of age and 466,750 are under five. CORE Ethiopia/CRDA activities include working on Supplementary Immunization Activities (SIAs), strengthening routine EPI, and community-based surveillance.

1.1.3.6 Emergency assistance

According to an appeal released by the Government of Ethiopia, UN Country Team and Humanitarian Partners, around 7.2 million people (10% of the country's population) required food assistance in 2004. In response, CRDA submitted proposals to its traditional and potential donor partners as well as to Ethiopians in Diaspora. Accordingly, a total of Birr 3,383,135 was secured during the reporting period from Terre des Hommes /Netherlands/ and Latter Day Saints Charities. The money was used for purchase of supplementary food for malnourished children, pregnant women, lactating mothers and rehabilitation program of drought-hit households in Afar, Somali, Oromiya and SNNPRS.

Relief and rehabilitation activities were accordingly carried out in the drought-affected areas of the country. A total of 8,750 quintals of Famix was purchased and distributed for 97,018 malnourished children in Oromiya and SNNPRS. Similarly, 5600 quintals of Famix was purchased and distributed to 62,222 malnourished children, pregnant women and lactating mothers. The distribution of Famix covered nine *Woredas* of the Oromiya National Regional State and five *Woredas* of SNNPRS. Twelve CRDA member organizations distributed the relief items.

In addition, in an attempt to rehabilitate drought-affected households, farm tools and seeds were provided and restocking of essential animals undertaken.



Distributing Famix to member NGOs

CHAPTER TWO

Maximizing Members' Capacities in Program Implementation

In line with CRDA's strategic aims of building the capacity of its members to more effectively plan and implement development projects and programs, local member organizations of CRDA have been provided assistance. Such support services have the aim to enhance the organizational and programmatic capacities of member organizations enabling them to address development issues based on felt needs of the communities they serve. Some activities carried out along this line are worth mentioning here.

2. 1. Identifying Capacity Gaps of Members

2.1.1. Needs assessment

Capacity assessment exercise was undertaken in order to identify the strengths and gaps of member organizations. The assessment particularly focused on the institutional as well as program capacities of the organizations. The process provided an opportunity for the organizations to have time for self-reflection and internal assessment.

The needs assessment was conducted for 12 member organizations, eleven of which were new members. The report of the assessment prepared accordingly provided first-hand information about the operational strengths and gaps of the member NGOs.

Furthermore, as a follow-up action, a Joint Plan of Action with the respective organizations was prepared. Institutional, technical, financial and program supports were subsequently provided based on the Joint Plan of Action. Accordingly, during the reporting year, four organizations received support to fill the identified gaps of their organizations, particularly focusing on impact evaluation and funding strategy development.

2.1.2. Training

Two training in-house workshops were organized for five days on Participatory Needs Assessment, Planning, Monitoring and Evaluation (PME) and Baseline Survey. The workshops were intended to enhance the capacity of member NGOs in the formulation and management of community needs-based and result-oriented projects. The workshops were also meant to improve the capacity of the field staff of member

NGOs. A total of 23 project officers of member NGOs benefited from the workshops.



Training session

SPM and Action Plan for their respective organizations. As most organizations conduct program planning and action plan preparation together with the SPM exercise, the support request for action development was minimal.

Similarly, two other in-house workshops on Strategic Plan and Management (SPM) and Action Plan Development were conducted for three days each. Participants, numbering 20, came from those organizations that have plans to prepare

2.1.3. Financial support

During the reporting period, 19 organizations received financial support to undertake diverse activities in program planning, action plan development and designing projects.

While five organizations received financial support to undertake baseline surveys, four organizations received financial support for conducting participatory needs assessment. Both supports assisted the organizations to identify and prioritize community needs with the active involvement of the target communities. The supports also enabled the organizations to have baseline information on the socio-economic conditions of their target communities. Ten member organizations received financial support for the preparation of SPM.

2.1.4. Institutional support

A total of 14 institutional strengthening supports were provided in a package form. Twelve of these were destined for members. From the remaining two, one was for a Community Based Organization (CBO) that benefited through a member NGO and the other was for the National NGOs Forum.

In addition to the above grants, the employment period of project officers of six NGOs was extended by one year and one organization received financial support to train three of its staff on the application of basic computer software. There were also member organizations, which received basic office equipment support in the form of computer, printer, photocopiers, LCD projector and overhead projector.

2.1.5. Exchange visits, apprenticeship programs

Based on the result of needs assessment, CRDA focused on creating experience-sharing forums among NGOs. Accordingly, the following activities were carried out during the period under review:

- Three exchange visits related to reproductive health, HTPs and HIV/AIDS home-based care and support programs were organized in urban and rural localities of different regions. Thirty-five project staff members of 31 indigenous member NGOs participated in the program. Twelve members and one non-member organization, mostly working with CSOs/CBOs, hosted these visits and shared their community-centered development practices and experiences for three weeks in their respective project areas.
- Ten project staff of 10 local CRDA member NGOs participated in experience-sharing visits to three host organizations (CRDA members) on rehabilitation of street children.
- Two apprenticeship programs on urban women self-help scheme and on rural non-formal education program were organized for nine member NGOs for a total of ten days.

Both the exchange visits and apprenticeship programs had strong relevance to critical issues of socio-economic development challenging most development organizations and the nation as a whole. The learning forums are believed to enable participants to develop project management competence and practical expertise and to draw lessons, approaches and techniques that contribute to organizational growth.

2.1.6. Fundraising and promotional activities

Five member organizations received financial support for designing fund-raising strategy and for promoting their organization through local resource mobilization. This support had helped member NGOs and CBOs to help build partnership and constituency, to further develop fund-mobilizing and securing strategy.

In addition to the above, various activities by CRDA staff have been carried out with the view to realizing CRDA's objectives along this line. These include pre-funding visits to different NGO project sites, a one-day consultative meeting with local member NGOs was held to get feedback on relative importance and limitations of available capacity building supports and identify specific areas of interest regarding capacity building support.

A half-day orientation workshop for new member organizations was given to familiarize them with the overall activities of CRDA. In addition, half-

day orientation workshops were given, whenever new project officers were employed, with the aim to familiarize them with the various support services and procedures of CRDA.

2.2 Complementing Financial Needs

During 2004 CRDA secured project grants from a number of bilateral and multi-lateral funding agencies in response to the growing demand of a number of CSOs and indigenous CRDA members. On the one hand, the CSOs and member NGOs faced serious difficulty in accessing funds from international funding agencies for a number of reasons that include capacity limitation, lack of information and recognition. On the other hand, a number of funding agencies have shown interest to provide financial support to CSOs/NGOs through a specialized umbrella organization, especially in meeting the MDGs and in implementing the national Sustainable Development and Poverty Reduction Program (SDPRP). It is in light of the above that CRDA began to treat the issue of micro-development funding differently from past practice.

2.2.1. Micro-development project grant

The objective of these projects is to make contribution towards the national poverty reduction strategy by improving the capacity of indigenous member NGOs and faith-based organizations. In the process, the grant beneficiaries are enabled to create partnership with donors and to create opportunities by building a reputation for accessing donor funds for implementation of relatively bigger projects.

With regard to the distribution of the approved micro-projects, water and sanitation as well as youth and children projects constituted a major share - about 35% of the total budget. These were followed by projects related to community empowerment as well as health and sanitation.

The approval of micro-projects was supported by pre-funding visits, which helped to verify the content and organizational capacity of applicants. A large number of applicants have benefited from the on-site advices and technical supports given by CRDA staff in terms of community involvement, program focus management and sustainability. Upon approval of projects, CRDA staff made the necessary follow-up, including monitoring of projects.

2.2.2. CRDA/DCI Project on HIV AIDS

This is a tripartite agreement between CRDA, the Development Cooperation Ireland (DCI) and the HIV/AIDS Prevention and Control Office (HAPCO) signed in April 2002. The objective of this agreement is to minimize the effect of HIV/AIDS pandemic focusing on two regions -

Tigray and SNNP Regional States. The major activities of this project included HIV/AIDS prevention and control, training, VCT, awareness raising, care and support, income generation, establishing anti-AIDS clubs and prevention of infections diseases. According to the agreement, the following specific activities were carried out:

- Under this pilot project and special grant, 13 projects from Tigray region, worth Birr 2,050,813.05, and 20 projects from the SNNPRS, worth Birr 4,213,170.40 were approved. Ten projects had also been approved through a special grant allocated by DCI. The remaining amount from the two regions, i.e. Birr 571,153.15 is used for capacity building of program holders on project cycle management, consultative meeting and shared learning forums as well as to cover administrative costs.
- More than 1.5 million people benefited from these projects, the ratio of male to female beneficiaries being 4:6.

2.2.3. CRDA/Packard Collaboration on Reproductive Health and Rights

CRDA signed a Collaboration Reproductive Health Project agreement in 2003 with the David and Lucile Packard Foundation. The five-year project is aimed at improving the Sexual and Reproductive Health Needs and Rights (SRHR) status of adolescents, youth and women. Ten zones of four regions were selected as project areas. The four regions are: Tigray, Amhara, SNNPRS and Oromiya.

A total of Birr 9,350,000 had already been secured from the Packard Foundation, and CRDA had agreed to earmark a matching fund of Birr 1,517,250 to that end. During the reporting period, 34 projects were submitted, where three projects won the grant and the remaining 31 projects are at different stages of appraisal.

2.2.4. CRDA/SIDA Project on HIV/AIDS, Environment Protection

CRDA had signed a 20 million Birr agreement with Swedish International Development Agency (SIDA) on HIV/AIDS and Environmental Protection. The objectives of this agreement are to contribute to efforts of containing the spread of HIV/AIDS, foster the protection of the environment and enhance the capacity of NGOs/CSOs in managing integrated HIV/AIDS and Environment Protection



Signing agreement

Programs.

CRDA had finalized its internal arrangements and publicly announced for submission of proposals from eligible CSOs/NGOs.

2.2.5. CRDA/ICCO Project on Good Governance and HIV/AIDS

As part of its support to CRDA's delegated resources, ICCO has approved a total grant of EURO 120,000 for two years. ICCO's support is destined for Benishangul Gumuz and Gambella Regional States in the area of HIV/AIDS and Good Governance. Similar to that of SIDA, CRDA made public announcement for submission of proposals from CRDA members and non-member NGOs and CSOs in the two thematic areas in the two regional states.

2.3. Setting up Capacity Building Center

The CRDA Training Center designed and implemented a wide diversity of capacity building courses and workshops targeting government authorities, professionals, academicians, NGOs, etc. Its training programs focused on five major areas:

1. OD/Management
2. Gender and development
3. Development project management
4. Advocacy and lobbying skills, and
5. Communication and learning skills.

Some of these courses were conducted in collaboration with partners such as the Austrian Embassy Development Cooperation, which provided financial support.

The Center was also able to establish links with a number of international institutions which provided technical support and offered a number of capacity building courses for the CRDA membership. Some of these institutions include:

1. Azusa Pacific University and the Continental Leadership Institute (USA)
2. Institute of Cultural Affairs (South Africa)
3. Jane Addams College of Social Work (USA), and
4. ISP and COADY International.

Tailor-made trainings were also offered to institutions other than the CRDA membership (HIV/AIDS Prevention and Control Office, Circus Ethiopia, Ministry of Capacity Building, etc.).

CHAPTER THREE

Provision of Timely, Diversified and Efficient Services

The CRDA administration is targeted towards ensuring efficient provision of services by facilitating the functions of the office. Thus, its main functions focus on managing CRDA's human, material and financial resources for maximum utilization.

3.1. CRDA in a Changing and Evolving Process

CRDA, being an organization with long years of accumulated experience and expertise as well as material and human resources, undertook exhaustive monitoring and evaluation activities aimed at preparing the organization for all eventualities of change. This vigorous self-evaluation, which was started in 2003, continued even in a more strengthened manner in 2004.

The Executive Committee of CRDA set in motion a 'change process' that aimed at improving the relevance of the association to the collective engagement of the membership in effectively addressing the structural causes of poverty and ensuring social justice. A number of regular and extraordinary sessions of the Committee

were convened to discuss how to put in gear the said change. Membership consultations also took place to concretize changes to be introduced.

What later on came to be known as the 'change process', was thus basically a venture CRDA took into a new sphere in creating and nurturing the development of a strong and vibrant civil society in the country. In light of its long years of existence and its prominent place, CRDA is the most appropriate organ to shoulder the realization of this lofty ideal.

As the change process progressed, tuning existing policies within CRDA to the new envisaged change was the first task to be undertaken. Accordingly, the revision of CRDA Memorandum of Association was

CRDA office



commenced. This work progressed in the following year (2005) as a task to be handled by the membership.

Alongside this, work on the Third Three-year Operational Plan (2005-2007) was carried out. CRDA staff also held three staff retreats out of Addis Ababa, i.e. in Babo Gaya, Wendo Genet and Sodere to discuss these issues at length.

3.2. Human Resource Management

Human resource management mainly focuses on recruitment and training of employees, ensuring that they are high performers, dealing with performance issues as well as ensuring staff and management practices that conform to various internal regulations and rules.

Employed staff: In the reporting period, eighteen staff were employed either as replacement to those staff who left the organization or for new programs/projects like the Packard, DCI and SIDA Programs. These were recruited through internal vacancy notice and through a hiring firm. Manpower strength as of December 31, 2004 was 76, out of whom 25 were female.

Separated staff: Staff turnover had been the highest in the year 2004. A total of 21 staff left CRDA. This could be attributed mainly to uncertainty of the future due to the change process CRDA is undergoing. Most left in pursuit of higher pay or personal advancement.

Staff development: CRDA had prepared a Human Resource Development Policy and Guideline governing training and staff development programs. In the reporting period, thirty-three staff from CRDA Secretariat and member agencies attended different workshops, seminars, conferences and training programs abroad. Another 24 staff received in-house training programs organized by CRDA Training Center. Two other staff members were trained locally by different organizations on procurement and web page design.

3.3. Materials Management

The annual vehicle report shows the following facts and figures:

- Total charge for use of vehicles was Birr 304,565.34.
- Thirty-two light vehicles received inspection certificates.
- Five vehicles were involved in road accidents.

A vehicles inventory report had been completed in preparation for vehicle maintenance for the next fiscal period. This will facilitate the preparation of semi-annual vehicles maintenance schedule for 2005.

All CRDA telephone lines had been transferred from Sarris Tele (Southern zone) to Kaliti/Akaki higher area new-line exchange system with a total of 46 direct lines, including PBX lines installed. To facilitate the work of staff, five additional prepaid mobile telephone lines had been issued. A public phone booth had also been installed by the Ethiopian Telecommunication Corporation in the CRDA compound.

During 2004, additional efforts were made to concentrate on the core business of building the capacity of members and creating enabling environment. The CRDA Print Room and the Vehicle Workshop were upgraded and later outsourced. The Cafeteria was also outsourced to a company that has the experience in running such services. This initiative helped reduce the time, energy and money that would have been spent by CRDA in the management of these facilities.

With an initiative to self-run the CRDA Training Center, various income-generating tasks had also been undertaken. Contracting out the dormitory and renting out of lecture and conference halls, etc. are worth noting.

Regarding residence and work permits for expatriates, two expatriates joined CRDA under an exchange program of ADGER Research since March 2004. They received official residence and work permits at the request of CRDA.

In June, CRDA received 233 refurbished computers and accessories, which were imported with fund made available by Methodist Relief and Development Fund (MRDF) and Isle of Man Overseas Aid Committee. Computer Aid International which is a non-profit organization that recycles computers from the United Kingdom for use in schools and community organizations in developing countries was the agency that provided the computers . With an agreement to commence a revolving fund for computer supplies, Computer Aid helped in mobilizing the seed money from MRDF and Isle of Man upon which it shipped 233 computers, 67 Modems, network equipment and different types of cables to CRDA. These were distributed among CRDA members and non-members upon payment of Birr 1000 per computer. The payment would then be sent to the agency for a second round of shipment. For purposes of maintenance and provision of technical support, a workshop was established within CRDA.

3.4 Audited Financial Report

**CHRISTIAN RELIEF AND DEVELOPMENT ASSOCIATION
BALANCE SHEET AS AT DECEMBER 31, 2004**

	<u>Notes</u>	<u>Birr</u>	<u>2003 Birr</u>
<u>ASSETS EMPLOYED</u>			
<u>FIXED ASSETS</u>	2b, 3	<u>30,550,500</u>	<u>31,357,571</u>
<u>CURRENT ASSETS</u>			
Stocks of stationery and printing materials	2c	426,861	339,464
Receivables and prepayments	4	641,516	583,525
Cash at bank and in hand	5	<u>27,557,456</u>	<u>21,972,080</u>
		<u>28,625,833</u>	<u>22,895,069</u>
<u>LESS : CURRENT LIABILITIES</u>			
Payables and accruals	6	1,109,805	2,299,167
Staff termination benefits	7	1,328,154	1,751,169
Project fund payable	8	<u>6,196,268</u>	<u>6,210,162</u>
		<u>8,634,227</u>	<u>10,260,498</u>
<u>NET CURRENT ASSETS</u>		<u>20,033,606</u>	<u>12,634,571</u>
		<u>50,542,106</u>	<u>43,992,142</u>
<u>FINANCED BY</u>			
GENERAL FUND	9	17,421,656	10,137,796
FIXED ASSETS VALUATION	10	30,550,500	31,357,570
HEAD QUARTERS CONSTRUCTION	11	(2,330,647)	(2,481,538)
RESTRICTED FUND	12	<u>4,900,597</u>	<u>4,978,314</u>
		<u>50,542,106</u>	<u>43,992,142</u>

CHRISTIAN RELIEF AND DEVELOPMENT ASSOCIATION
INCOME AND EXPENDITURE STATEMENT
FOR THE YEAR ENDED DECEMBER 31, 2004

	Notes	<u>Result</u> <u>1</u> <u>Birr</u>	<u>Result</u> <u>2</u> <u>Birr</u>	<u>Result</u> <u>3</u> <u>Birr</u>	<u>Result</u> <u>4</u> <u>Birr</u>	<u>Result</u> <u>5</u> <u>Birr</u>	<u>Result</u> <u>6</u> <u>Birr</u>	<u>Training</u> <u>Center</u> <u>Birr</u>	<u>Admin.</u> <u>and</u> <u>Finance</u> <u>Birr</u>	<u>Emergency</u> <u>Relief</u> <u>Assistance</u> <u>Birr</u>	<u>Total</u> <u>Birr</u>	<u>2003</u> <u>Total</u> <u>Birr</u>
INCOME												
Cash donations	13	1,305,404	4,226,665	1,019,732	19,769,495	831,600	469,263	2,316,823	1,547,498	1,727,593	33,214,073	37,052,365
Other income	14	-	-	-	-	-	-	902,639	662,330	-	1,564,969	1,037,609
		<u>1,305,404</u>	<u>4,226,665</u>	<u>1,019,732</u>	<u>19,769,495</u>	<u>831,600</u>	<u>469,263</u>	<u>3,219,462</u>	<u>2,209,828</u>	<u>1,727,593</u>	<u>34,779,042</u>	<u>38,089,974</u>
EXPENDITURE												
Project funding/ expenditures	15-23	<u>1,797,102</u>	<u>7,243,537</u>	<u>655,062</u>	<u>10,993,681</u>	<u>852,509</u>	<u>383,596</u>	<u>2,592,090</u>	<u>1,947,857</u>	<u>1,719,543</u>	<u>28,184,977</u>	<u>31,977,635</u>
EXCESS (DEFICIT) FOR THE YEAR												
		(491,698)	(3,016,872)	364,670	8,775,814	(20,909)	85,667	627,372	261,971	8,050	6,594,065	6,112,339
BEGINNING GENERAL FUND BALANCE												
		548,519	7,852,118	(19,945)	688,522	(65,781)	(39,091)	706,089	(19,212)	486,577	10,137,796	<u>3,192,291</u>
ADJUSTMENTS												
Sundry		461	30	-	28,047	-	9,746	-	-	-	38,284	(168,693)
Unutilized fund released from projects		-	-	-	626,881	-	-	-	-	-	626,881	955,303
Prior year adjustments		-	-	-	-	-	-	(5,623)	30,253	-	24,630	46,556
ENDING GENERAL FUND BALANCE												
		<u>57,282</u>	<u>4,835,276</u>	<u>344,725</u>	<u>10,119,264</u>	<u>(86,690)</u>	<u>56,322</u>	<u>1,327,838</u>	<u>273,012</u>	<u>494,627</u>	<u>17,421,656</u>	<u>10,137,796</u>

KEY

- RESULT 1 - Stands for - “Strongly linked Members are able to influence Policy & Decision Making at all levels”
 RESULT 2 - “ “ - “ Contributions of Members & Partners to address Global & National Concerns increased”
 RESULT 3 - “ “ - “Partnership between Members and Other Actors in Development Strengthened”
 RESULT 4 - “ “ - “ Members Capacity to Effectively Plan and Implement Their Programs Increased”
 RESULT 5 - “ “ - “ Members and Partners Access to and Use of Diversified Relevant & up-to-date Information Improved”
 RESULT 6 - “ “ - “ CRDA Secretariat has the capacity to Deliver, Timely, Diversified & Qualified Services”.

CASH DONATIONS

DONORS	Result 1	Result 2	Result 3	Result 4	Result 5	Result 6	Training Center	Admin. & Finance	Emergency Relief Ass.	Total	2003 Total
	<u>Birr</u>	<u>Birr</u>	<u>Birr</u>	<u>Birr</u>	<u>Birr</u>	<u>Birr</u>	<u>Birr</u>	<u>Birr</u>	<u>Birr</u>	<u>Birr</u>	<u>Birr</u>
CAFOD	100,000	100,000	-	400,000	31,600	-	-	-	-	631,600	548,021
IFH	15,153	15,486	-	175,878	-	-	-	-	-	206,517	236,227
EED	138,635	349,447	350,000	904,943	350,000	200,000	797,131	-	-	3,090,156	3,942,760
ICCO	89,709	150,000	75,000	1,522,145	200,000	-	-	-	-	2,036,854	529,991
TROCAIRE	-	-	-	388,816	-	-	-	-	-	388,816	769,540
CORD AID	250,000	150,000	275,000	2,402,826	150,000	40,000	-	-	-	3,267,826	2,980,656
Global Ministries	-	-	-	392,122	-	-	-	-	-	392,122	340,480
Christian Aid	-	-	-	1,435,584	-	-	-	-	-	1,435,584	150,000
Ethiopia comm. Newyork	-	-	-	-	-	-	-	-	-	-	257,327
URK	-	-	-	-	-	-	-	-	-	-	91,634
Jules & Paul-Emile Leger Foundation	50,000	50,000	-	768,738	100,000	-	-	-	-	968,738	1,247,969
Swedish save the children	-	58,249	-	-	-	-	-	-	-	58,249	-
Ireland Embassy	-	2,944,851	-	-	-	-	-	-	-	2,944,851	5,636,364
Stichting Kinderpostzegels	-	-	-	-	-	-	-	-	-	-	148,897
Members contribution	-	-	-	231,600	-	-	-	-	-	231,600	-
SIDA	-	-	-	4,873,775	-	-	-	-	-	4,873,775	-
SCIAF	319,206	-	-	287,548	-	-	-	28,755	-	635,509	719,025
Action Aid Ethiopia	-	-	-	-	-	-	-	-	-	-	1,682,809
EASSI	-	47,184	-	-	-	-	-	-	-	47,184	-
PACT Ethiopia	-	-	-	-	-	-	-	-	-	-	75,000
SNV	-	-	-	-	-	-	-	-	-	-	50,000
DFID	201,500	-	-	-	-	-	-	-	-	201,500	-
UNDP	-	-	-	-	-	-	-	-	-	-	340,493
Medical college of Wisconsin	-	-	-	-	-	-	-	-	-	-	9,446
World bank	-	-	-	-	-	-	-	-	-	-	82,404
JICA	-	151,500	-	-	-	-	-	-	-	151,500	178,000
World Vision	-	-	-	1,238,356	-	-	-	30,011	-	1,268,367	485,507
Ethiopian Comm.Nashville	-	-	-	-	-	-	-	-	-	-	68,587
Ethiopian Airlines	-	-	-	-	-	-	-	-	-	-	8,790
UNESCO	91,201	-	-	-	-	-	-	-	-	91,201	8,590
PAC	-	-	-	-	-	-	-	-	-	-	10,000
Fredskorpset	-	-	-	-	-	229,262	-	-	-	229,262	-
DED	-	18,000	-	-	-	-	-	-	-	18,000	-
ICOMP	-	-	-	-	-	-	-	-	-	-	77,031

DONORS	Result 1 <u>Birr</u>	Result 2 <u>Birr</u>	Result 3 <u>Birr</u>	Result 4 <u>Birr</u>	Result 5 <u>Birr</u>	Result 6 <u>Birr</u>	Training Center <u>Birr</u>	Admin. & Finance <u>Birr</u>	Emergency Relief Ass. <u>Birr</u>	Total <u>Birr</u>	Total <u>Birr</u>
<i>Cord Aid (10% Admin. Cost)</i>	-	-	-	-	-	-	-	23,626	-	23,626	26,138
<i>Norwegian Church Aid (NCA)</i>	50,000	-	-	-	-	-	-	-	-	50,000	98,717
<i>OXFAM/GB</i>	-	-	319,732	-	-	-	-	-	-	319,732	400,671
<i>Methodist Relief & Dev't fund</i>	-	-	-	-	-	-	-	-	-	-	157,339
<i>ISLE of man over seas aid</i>	-	-	-	-	-	-	-	-	-	-	101,326
<i>Ethiopian students at Belgium</i>	-	-	-	-	-	-	-	-	-	-	23,085
<i>Terred Des Hommes Netherlands</i>	-	-	-	-	-	-	-	47,080	1,727,593	1,774,673	6,556,971
<i>Ethiopian students at Norway</i>	-	-	-	-	-	-	-	-	-	-	18,050
<i>Ethiopian comm. Friebours for Emass</i>	-	-	-	-	-	-	-	-	-	-	12,036
<i>David and Lucile packard foundation</i>	-	-	-	4,747,162	-	-	-	-	-	4,747,162	3,004,754
<i>Ethiopian comm. Atlanta</i>	-	-	-	-	-	-	-	-	-	-	494,022
Food Security (DPPC)	-	-	-	-	-	-	-	-	-	-	3,981,380
Austria Embassy	-	-	-	-	-	-	225,000	-	-	225,000	65,622
Contribution for furnishing	-	-	-	-	-	-	-	-	-	-	-
Contribution for training	-	-	-	-	-	-	155,400	-	-	155,400	-
HAPCO	-	68,027	-	-	-	-	1,139,292	173,026	-	1,380,345	245,456
IPAA AFRICASO	-	123,921	-	-	-	-	-	-	-	123,921	-
Membership fee	-	-	-	-	-	-	-	1,245,000	-	1,245,000	1,191,250
TOTAL	<u>1,305,404</u>	<u>4,226,665</u>	<u>1,019,732</u>	<u>19,769,493</u>	<u>831,600</u>	<u>469,262</u>	<u>2,316,823</u>	<u>1,547,498</u>	<u>1,727,593</u>	<u>33,214,073</u>	<u>37,052,365</u>

ANNEX I

Members of the CRDA Executive Committee

1. Dr. Alemahyehu Areda (CHER Ethiopia-Society for Humanitarian and Development Assistance) Chairperson
2. Mr. Zeleke Tesfaye (Ethiopian Rural Self Help Association) Vice Chairperson
3. Mr. Fikre Zewdie (Action Aid Ethiopia) Member
4. Mr. Getachew Worku (Agri-Service Ethiopia) Member
5. Mr. Sahlemariam Moges (Alliance for Development) Member
6. Ms. Collen Wainwright (Concern) [later substituted by Mr. Kassaye Haile (Nazareth Children's Center and Integrated Community Development)] Member
7. Mr. Fikru Abebe (Christian Children's Fund Inc.) Member
8. Dr. Nigussu Legesse (Ethiopian Orthodox Church/ DICAC) Member
9. Mr. Zegeye Asfaw (HUNDEE) Member
10. Dr. Colette Bouka Coula (Lutheran World Federation) Member
11. Mr. Feyera Abdi (SOS-Sahel International/UK) Member