

# CRDA Service and Support Guideline

## 1. Introduction

The CRDA Strategic Planning Review (SPR) exercise, which took a good portion of the year 1997, was concluded in December 1997. The Strategic Plan Document, which was endorsed at the end of the December 16, 1997 Round Table Discussion in the presence of all major stakeholders, has defined the following two major Strategic Aims:

- To create an enabling environment for members to increase their contribution to sustainable development through advocacy, representation and information sharing; and
- To increase the capacity of members to effectively plan and implement projects and programmes.

The Strategic Planning exercise and the strategic directions defined in the process, could be considered as major turning points for CRDA's mandate, mix of interventions and operational modalities. This has necessitated the re-orientation of the functions of CRDA in light of the Strategic Aims and the drawbacks identified in the course of the Strategic Planning Review exercise. CRDA also defined major intervention areas during the Strategic Planning exercise and developed its First Three-year Programme (1999-2001). Accordingly, CRDA produced and operationalized Revised Guidelines for the First Three-year Programme with the understanding that the Guidelines were subject to change from time to time, to serve in the implementation of the various technical services of the organization.

The First Three-year Programme of CRDA is completed and the Second Three-year Plan (2002-2004) is just started. Although this plan was prepared within the context of the organizational Vision, Mission and the two Strategic Aims, the results and activity mixes as well as the implementation modalities/strategies and eligibility for various supports and services are different in some aspects. In view of this, the need for revised and updated guidelines that would clearly enable CRDA to implement its programme with clear working mechanisms and transparency has been underscored. Moreover, the guidelines need to be clear and understandable for CRDA members and other relevant partners, particularly in relation to implementation of new result areas and corresponding activities.

Accordingly, the existing Guidelines were revised and replaced by this Guidelines document, which is more appropriate and workable for implementation of the Second Three-year Programme with the possibility of modifications as the need arises during implementation. The Guidelines are believed to show CRDA's traditional commitment of being more systematic and transparent in the implementation of its planned activities. The Guidelines will also help CRDA to deliver its support services to members and other development partners in a more improved, efficient and cost effective manner.

The Guidelines have clearly set the basic requirements and criteria for providing various support services, which will ensure the creation of an enabling environment and build the capacity of indigenous member NGOs and religion-based agencies, to independently undertake sustainable development activities by way of planning, implementing and evaluating projects/programs on their own and raising their own funds.

It is believed that such progressive disengagement from CRDA's support will enable NGOs' involvement in development endeavors that are more sustainable, efficient and cost-effective. With this in view, it is firmly believed that all member NGOs will carefully study and strictly adhere to the Guidelines for the common good. Moreover, it is believed that the Guidelines are clear enough and satisfactory to development partners of CRDA and the civil society at large without any compromise on the higher-level objectives (Vision, Mission and the two Strategic Aims) of the Association.

The type and level of CRDA's supports, provision of technical supports, training, information services, organisational and programmatic supports, financial supports and other support services will depend on the typology of the NGOs (indigenous and international), which is clearly shown under each section.

In order to achieve one of its Strategic Aims: Creation of an enabling environment for members to increase their contribution to sustainable development, CRDA promotes experience sharing and information exchange among its member NGOs and religious-based agencies, Government offices and various development partners. CRDA believes that timely information dissemination and information exchange among development partners, on a wider level, would further enhance existing working relations and fosters better understanding among all stakeholders in the development process.

## **2. Core Values, Principles and General Provisions**

These guidelines are designed in line with the Second Three-year Programme (2002-2004), which in turn was developed based on the previously defined organisational Vision, Mission and Strategic Aims. Moreover, the guidelines strictly adhere to CRDA's organisational core values and principles defined and accepted earlier. Accordingly, all operations and implementation modalities of planned activities will strictly follow the core values and specific principles of CRDA.

### **a) Core Values**

- Commitment to participatory development,
- The right of all Ethiopians to have adequate access to basic needs,
- Social justice and equity for all,
- Commitment to gender equality,
- Promote ethics and good practice in the Ethiopian NGO sector, and
- Concern for the environment by all actors in development.

### **b) Principles**

- Equality among its members,
- Adherence to a high level of ethical practices of the voluntary sector,
- Capacity building support to members that are targeting the poor and other disadvantaged groups,
- Promotion of understanding among its principal stakeholders.

### **c) General Provisions**

1. Members should fulfill all the membership obligations including membership fee and other agreed commitments.
2. All supports of CRDA would be provided to promote good practice and ethics by members and the NGO sector at large.
3. All full member NGOs and religion-based agencies are eligible for all types of support services, i.e., technical support, training, information, networking and representation. In addition, indigenous NGOs and religion-based agencies are eligible for all types of financial services and financial support services; whereas international NGOs would access special funding support programmes and this would be further stipulated in the respective programmes.
4. Associate member NGOs and religion-based agencies would be eligible for organisational and programmatic capacity building support services of CRDA only after six months of joining the Association; while other types of technical supports will be granted starting from the date of joining the Association.
5. Micro development support would be granted for associate members that stayed for at least one year in the Association.
6. Members should comply with the CRDA rules and regulations to be issued from time to time.

7. CRDA will continue promotion of ethics and good practices as well as transparency and accountability in the Ethiopian NGO sector. To this effect, CRDA would encourage all members to be signatory to the Ethiopian NGO Code of Conduct (COC) and contributes towards ensuring adherence to the COC, and
8. The CRDA Senior Management could consider provision of support services for requests that are not included in the list of support services in these guidelines. However, such requests should be in line with the broader context of CRDA's higher level objectives and its operational plan.

### **3. Types of Support Services**

#### **3.1. Technical Support (Mentoring and Advisory Services)**

CRDA provides technical support in the form of mentoring and advisory services in both programmatic and organisational aspects. This will focus mainly on member NGOs and religion-based agencies. However, these support services are given primarily to complement other support services and interventions of CRDA. In doing so, CRDA promotes holistic development of its member organisations to enable them to properly design, implement, monitor and evaluate their development interventions (programmes/projects) as well as improving organisational capacities in terms of better financial, human and material/physical resources management, and mobilisation of adequate resources for realisation of planned projects/programmes.

To facilitate packaged support and holistic development of organizations, CRDA has introduced appropriate working mechanisms that would enable organizational level follow-up and contact to closely learn about organizations and render capacity gap-filling supports. Moreover, the organizational and programmatic capacity assessment exercises and the recommendations made and agreements reached could also serve as a starting point for the supports.

##### **3.1.1. Scope of Support**

CRDA's support services have good elements of technical support and backstopping services in the form of mentoring and advisory services, which are supposed to be rendered inline with the following points.

- 3.1.1.1. CRDA supports capacity assessment of indigenous member NGOs through technical involvement of its staff in the facilitation of the process this is aimed at assisting members to assess their capacity based on various parameters that are developed by CRDA.
- 3.1.1.2. Based on capacity assessment, CRDA organises on-the-job training for relevant staff of indigenous members to improve their capacity of project planning, management and other relevant upgrading services. The support will help institutionalisation of participatory development in the planning and implementation of people-centered development interventions.
- 3.1.1.3. Technical support towards designing and realisation of effective Monitoring and Evaluation systems could be provided through tailor-made participatory in-house workshops and field exercises within a maximum period of ten days and follow-up/backstopping services thereafter.
- 3.1.1.4. Programme review will be done with indigenous member NGOs and religion-based agencies that will receive packages of advisory services. CRDA staff, through a series of meetings with key programme staff of such members, would facilitate the rendering of such services for duration of one week.

- 3.1.1.5. Technical support in organising and facilitating in-house project/programme planning workshops (for a maximum of one week) with the participation of the community and local partners for preparation of a comprehensive programme document.
- 3.1.1.6. Assistance in organising and facilitating strategic planning exercises aimed at a clearly articulated vision and mission shared by all stakeholders and partners. This exercise will be done in a series of consultations and mentoring with core staff of the organisations and final two-day in-house workshops. This could be combined with programme planning, where both are required.
- 3.1.1.7. Member agencies would be given technical support in developing effective management systems (which may include development of structures, financial and personnel systems and manuals, information management and documentation systems, staff development plans, etc.). This service can be provided to groups of NGOs at a time as agencies in similar stages of development and types of activities can have similar management systems.
- 3.1.1.8. Whenever there is a need, like for example, when it is necessary to have special skill, which is not available in CRDA in order to fill technical capacity gap and institutionalisation of methodologies in formulation and implementation of projects of a special nature, CRDA could facilitate the deployment of consultant(s) on a short-term basis.

### **3.1.2. Eligibility to the Support/Services**

- 3.1.2.1. All indigenous member NGOs and religion-based agencies are eligible to all kinds of support under this support package,
- 3.1.2.2. Special and/or packaged technical support could be arranged for a group of NGOs and religion-based agencies that have similar technical capacity gaps.

### **3.1.3. Procedures**

- 3.1.3.1. There is strong need for regular and continuous discussion/consultation between the indigenous member that requires capacity building support and the responsible Programme Officer(s) in CRDA.
- 3.1.3.2. The Technical supports of CRDA are part of the regular support services to members mainly by Programme Officers but also by other technical and managerial/administrative support staff members of CRDA, as required.
- 3.1.3.3. The requests for these kinds of support could be initiated by individual and/or groups of NGOs and religion -based agencies that require the support under discussion.
- 3.1.3.4. The responsible Programme Officer(s) need to be consulted and agree on the type of services required and modality of provision of the required service/support.
- 3.1.3.5. Priority would be given to organisations that require the support in groups and are willing to packages of support as defined by the members themselves and the responsible Programme Officer(s) in CRDA.
- 3.1.3.6. The required technical support also could be initiated following the recommendation of the responsible Programme Officer(s).
- 3.1.3.7. Project/programme monitoring visit recommendations could also be sources for initiating the support; and
- 3.1.3.8. Courtesy visit reports and recommendations by the CRDA Management Team and technical staff could also be starting points for the support.

## **3.2. Training Programmes**

### **3.2.1. Scope of Support**

CRDA's human resource development support to its members is intended to strengthen the institutional and organisational capacity of member NGOs in Planning, Implementation, Monitoring and Evaluation of projects/programmes. The support also contributes to the creation of a more enabling environment for its members and the NGO sector at large in their effort towards poverty alleviation through promotion of people-centred and sustainable development.

CRDA training has the following three types of programmes to realise its two Strategic Aims:

- i) Short-term Training Courses,
- ii) Workshops and Specific Programmes such as seminars, conferences, etc,
- iii) Apprenticeship, Staff Secondment, Exchange Visits and Study Tours.

#### **3.2.1.1. Types of Training Programmes**

The scope of CRDA's training programmes is to improve the local capacity and will be more geared towards meeting the needs of relatively resource-poor indigenous members to emerge as strong and capable development actors as well as to enhance local staff capacity of international member NGOs. In some cases, special tailor-made training programmes will be organised to meet specific training needs of individual and group of indigenous NGOs.

CRDA periodically assesses training needs of members and organises and conducts training programmes in the following broad areas of the NGO sector interest:

- A) Organisational Development and Management,
- B) Project Planning and Methodological Skills,
- C) Advocacy Skills and Ethical Practices,
- D) Crosscutting and Thematic Issues.

CRDA will continue exploring opportunities for training abroad and various exposure forums. Staff of CRDA members as well as the Secretariat staff would benefit from the opportunity. However, this depends on invitation and sponsorship by partners and/or training institutions abroad. In such cases training programmes that cannot be organized in-country at the level and standard given abroad only will be entertained.

#### **3.2.1.2. Workshops, Seminars and Conferences**

CRDA will continue to create discussion forums in the form of workshops, seminars, conferences, etc. on matters of interest to its members and development partners<sup>1</sup>. Furthermore, forums will be organised to improve the capacity of good lobbying and to facilitate exchange of information and experience sharing.

CRDA will continue organisation of forums with the aims of:

- a) Promoting the collective interests and/or concerns of members and the ethics of the voluntary sector;

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<sup>1</sup> Development partners are organizations that have close working relations with CRDA, such as governmental offices, voluntary organisations, funding agencies, multilateral and bilateral agencies, etc.

- b) Introducing and discussing policy issues with Government and development partners in order to improve the level of participation of NGOs in national policy development, designing a broader implementation strategy, programme planning process and follow-up of implementation status/performance of development plans in the broader context of national interest;
- c) Creating awareness on broader conceptual development issues and exchange information and experiences, promote new and appropriate development concepts and ideas;
- d) Fostering better understanding and partnership between NGOs and Government and NGOs and other development partners through various mechanisms;
- e) Improving and enhancing networking among CRDA members (NGO-NGO Relations) to ensure better and more systematic information exchange/sharing and to take position on issues of NGO concerns.

### **3.2.1.3. Exchange Visits, Study Tours, Apprenticeship and Staff Secondment**

CRDA will promote experience sharing and professional exchange among members and partners. The aim is to enhance capacity of members and promote ethics and good practices among members and partners. The primary focus of these services will be to facilitate drawing of valuable lessons from best practices, techniques and approaches that are relevant and appropriate to the socio-economic conditions of the country and the NGO sector.

These will be done through exchange visits, study tours, apprenticeship programmes and secondment of staff. These programmes will also be organised in line with the CRDA Capacity Building priority areas and in view of promotion of NGOs' work in Ethiopia.

### **3.2.2. Eligibility to the Supports/Services**

- 3.2.2.1. A member organisation is eligible for thematic and crosscutting training programmes as long as the focus and the programme areas of the organisation are corresponding to the training course.
- 3.2.2.2. Member organisations that fulfil all conditions set in each training course have the right to access the respective training programmes depending on the number of applicants and space available.
- 3.2.2.3. Only full-time employees of CRDA members can attend CRDA's training programmes. However, depending on the contribution the nominated person makes to the member organisation under discussion and to the NGO sector at large, part-time staff, volunteers and members of higher-level decision-making bodies (Board) could be accepted, depending on the number of applicants and available space.
- 3.2.2.4. In all circumstances, training priority would be given to permanent staff of members.
- 3.2.2.5. CRDA could sponsor a limited number of staff members from partner organisations, depending on the contribution and importance of the organisation and the nominated staff for CRDA membership and the NGO sector at large.
- 3.2.2.6. Training requests by CRDA members for their development partners could be considered depending on availability of space for accommodating the request.
- 3.2.2.7. Requests from non-members and partners could be considered on a case-by-case basis and acceptance will depend on the number of applicants and available space.

- 3.2.2.8. Candidates that have fulfilled the minimum admission criteria set for each course are subject to further screening when the number of applicants is beyond the limit set for the specific course.
- 3.2.2.9. The number of participants in different training courses could vary depending on the nature of the course. However, the maximum number of participants per training course will not exceed 30.
- 3.2.2.10. A candidate that appears repeatedly in different training courses can only be considered depending on the relevance of the course to the member organisation, to the applicant/candidate and his/her professional background. The number of applicants and available space will also be taken into account during selection.

### **3.2.3. Admission Requirements for Training Programmes**

The minimum and specific admission requirements will be stated in the invitation letter of each training programme. However, the following will serve as a general guideline:

- Relevance of the course to the organisation and to the candidate,
- Educational background of the candidate as required for individual courses to facilitate smooth learning process,
- Previous exposure to similar training programmes, and
- Current status and responsibilities of the candidate.

Priority will be given to:

- Women candidates, and
- Indigenous member organisations where organisational needs assessment justifies the need for the respective training course.

### **3.2.4. Members' Obligations**

As the overall aim of CRDA's training programmes is to improve the capacity of its members and contribute to the creation of a more enabling environment for the NGO sector, the collaboration of all is essential by fulfilling basic requirements.

Training courses are getting more and more expensive. CRDA members are obliged to attend training programmes as long as they have applied for specific courses and their acceptance is communicated.

- Benefiting organisations and/or their sponsors should pay to CRDA the required amount of training costs immediately after notification of acceptance.
- In case of some technical difficulties and unforeseen circumstances that may not allow benefiting organisations to effect training fees they are required to pay to CRDA, commitment letters that show their agreement to effect payment within specified time should be sent to CRDA. Such commitment letters should reach CRDA at least two weeks ahead of the proposed training period.

However, member organisations that fail to attend the courses that they applied for and were accepted by CRDA will cover the full cost of training programmes under the following circumstances:

- Failure to give cancellation note a week (seven days) before the starting date of the proposed training programme; and
- Withdrawal from on-going training programme.

The training fees paid for unattended courses shall not be refunded. In addition, this could have serious implications on consideration of applications of such members for attending other training programmes organised by CRDA.

### 3.2.5. Procedure

- a) All relevant information regarding CRDA's training programmes will be compiled and produced in the CRDA Annual Training Programme Brochure that would be sent to members in advance.
- b) In addition, all training courses and workshops will be announced to members in good time through invitation letters and the CRDA monthly Newsletter.
- c) Accordingly, interested organisations should fill the CRDA application form, which should be duly signed by the head or deputy of the organisation, sealed and submitted to CRDA prior to the deadline.
- d) Based on the recommendation of the CRDA Organisational and Programmatic Support Department, the Senior Management of CRDA will make the final decision on the admission of participants, if it involves scholarships and other commitments of CRDA for CRDA-organised in-country training programmes.
- e) For training programmes and study tours abroad, the Executive Committee will elect applicants from member organisations based on the recommendations of the Secretariat Scholarship Committee.
- f) Selected participants will be contacted directly or through their sponsoring organisations at least seven days in advance and those not selected will be informed accordingly.

### 3.2.6. Admission Requirements for Workshops, Seminars and Conferences

Workshops, seminars, conferences and other forums organised by CRDA will be open to the staff of all CRDA members. However, as the need arises, selected forums may be organised for a selected group of members and for specific staff category on specific issues of concern. In such circumstances, built-in selection criteria will be set depending on the nature of the forum.

Participants from non-member organisations may attend workshops, seminars and conferences if and only if they are invited by CRDA. In relation to this, CRDA may issue entrance identity papers to make sure those members and invited partners have adequate space and discussion opportunity on forums.

### 3.2.7. Cost-Sharing Arrangements

#### A. Training Programmes

##### i) Cost-Sharing with Members

In as much as possible, CRDA training programmes will be conducted on a residential basis. CRDA and participating members will share the direct training costs (trainers' fee, expenses on food and accommodation, training materials) on the basis of the following cost-sharing arrangements:

<u>Types of Applicants</u>	<u>Percentage share of training cost</u>
Indigenous	10%
International	30%

#### **Other Costs:**

- CRDA will cover the transportation cost from the CRDA Office to the Training Venue and back;
- CRDA will not pay any per diem and/or sundry expenses to participants during the training period. However, all lodging and accommodation services are provided by CRDA.

- CRDA will cover administrative costs related to the organisation and deliberation of the training programmes. These costs include co-ordination and administrative staff salaries and related expenses.

**ii) Cost-Sharing Arrangement with Non-members**

Development partners that have close working relations with CRDA, such as bilateral and multilateral agencies, professional associations, and NGOs that are not members of CRDA, could attend CRDA-organised training programmes. However, the total number of participants from non-members should not exceed 10% of the total participants of each training course.

In addition, non-members are expected to cover costs of the respective training programme based on the following cost-sharing arrangements:

<u>Organisation</u>	<u>Percentage Share</u>
Multilateral and Bilateral Organisations	100%
Non-CRDA member NGOs and CSOs	100%
Government Organisations	50%

**iii) Short-term Training Courses and Study Tours Abroad**

Similar to the in-country training programmes, cost-sharing arrangement for training programmes abroad would be introduced. Indigenous CRDA member NGOs are expected to cover up to 10% of the costs for abroad training programmes. This will include transport, tuition and subsistence allowance.

**B. Workshops, Seminars and Conferences**

**i) Members**

All forums, seminars, workshops, consultative meetings, etc. will be free of charge to all members. CRDA will cover coffee/tea and lunch expenses. CRDA will also pay honorarium/consultancy fee to resource persons, hall rent and cover other administrative costs.

**ii) Participation of Non-CRDA Members**

Development partners that have close working relations with CRDA, such as bilateral and multilateral agencies, professional associations and NGOs that are not members of CRDA, can attend workshops and similar forums free of charge, upon the invitation of CRDA. Similar to training programmes, the CRDA Senior Management decides on the number and type of participants from non-member organisations.

**3.3. Information**

**3.3.1. Scope of Support**

- 3.3.1.1. CRDA provides information to its members and partners based on the following:
- Contribute to the creation of an enabling environment to enhance NGOs' operation,
  - Complement NGOs' work through provision of information,

- iii) Foster collaboration among members and development partners by exchanging information,
- iv) Promote good practices and NGO ethics,
- v) Develop better awareness of the general public regarding NGOs' operation and contributions to the development effort, and

3.3.1.2. CRDA encourages information exchange through various publications with member NGOs and religion-based agencies, Government offices, development partners, higher learning institutes, libraries and/or resource and documentation centres and others found within or outside the country.

### **3.3.2. Types of Information**

- i. A monthly Newsletter: CRDA News,
- ii. Compiled sectoral/issue-based information at national/regional levels,
- iii. Workshop proceedings,
- iv. CRDA Members' Directory, which provides general information on the operation of member organisations,
- v. Various database information on members' activities, CRDA donors, national/local consultants (which include a range of expertise intended to supplement the effort of member NGOs and religion-based agencies),
- vi. Updates on topical issues, regular publications on specific issues intended to develop the awareness of different partners of CRDA,
- vii. Research work on specific issues and compiled publications of various research works,
- viii. Library services, which include books, videos, periodicals, newspapers, still pictures, Internet service (through CRDA's Cyber Café) and an annual catalogue,
- ix. Documentary films produced by CRDA focusing on specific topics, and
- x. Newly acquired or produced information by CRDA will be announced on the monthly CRDA News and CRDA web page. Specific information such as CRDA News, research works, proceedings, updates, etc. can be made available on CRDA Web Page.

### **3.3.3. Eligibility to Information Services**

- 3.3.3.1. All CRDA member NGOs and religion-based agencies can access the different information services provided as detailed below. Where information services entail costs, the provision of such services would be based on cost-recovery principles.
- 3.3.3.2. Member agencies, Government offices and development partners can participate in the Best Article Contest regularly prepared by CRDA News, by contributing articles on issues specified by the News Team. The Editorial Board will award prizes to best articles.
- 3.3.3.3. A free copy of an annually produced CRDA Members' Directory will be made available to member agencies, Government offices and donors.
- 3.3.3.4. Depending on the issue, one free copy of a specific research work will be made available to relevant Government offices, member agencies, development partners and higher learning institutions. In addition, agencies that collaborated in the research undertaking will receive one free copy of the specific research work.
- 3.3.3.5. Library services will be open to any interested organisation/agency/individual. Services will include access to the Cyber Café of CRDA, where users will be able to access the Internet and e-mail services and for which an annual membership fee will be required.

- 3.3.3.6. All CRDA members and other development agencies/partners could be members of the CRDA Library and borrow materials available in CRDA. Individual staff members of eligible members could also be members of CRDA Library, if they are sponsored by their respective organisations, and
- 3.3.3.7. Members and partners could also borrow pictures and posters from CRDA's collections for exhibition and other services free of charge.

#### **3.3.4. Procedures**

- 3.3.4.1. The monthly CRDA News is distributed to all member agencies, Government offices, development partners and interested individuals within and outside the country (in the South), free of charge. Organisations and individuals in the North would be required to cover costs of mailing. However, CRDA's donor partners will continue receiving the monthly CRDA News free of charge as part of keeping them regularly informed about CRDA and the sector at large. Organisations/agencies interested to receive a copy of the Newsletter will forward a mailing address, stating the number of copies they wish to receive, to be included on CRDA's mailing list. To this effect, CRDA will regularly review and update its mailing list.
- 3.3.4.2. Copies of workshop proceedings will be made available as follows:
- i) Copies of specific workshop proceedings will be distributed to participants of the specific workshop, relevant Government offices and development partners. These groups will receive only one copy, but those who wish to receive more than one copy and other interested organisations/individuals will be charged a minimum amount that covers the photocopy and binding cost.
  - ii) Electronic copies of relevant documents could be distributed for members and partners free of charge.
- 3.3.4.3. A free copy of an annually produced CRDA Members' Directory will be made available to member agencies, Government offices and donors. Those wishing to receive more than one copy or any other interested organisation/individual will receive at cost.
- 3.3.4.4. Various information generated from the databases will be made available to all requesting organisations/individuals in two ways:
- Soft copy of the information could be accessed from the CRDA web-site for some information disseminated through the site, and/or could be directly referenced from the CRDA databases,
  - Those requesting a print out of the specific information will be charged the printing cost of the information, which is Birr 0.35 per page.
- 3.3.4.5. Those requesting an original copy of any document produced/published by CRDA would be charged the price of the document set by CRDA and/or cover the cost of printing and photocopying which is Birr 0.35 per page.
- 3.3.4.6. A copy of regularly produced and updated papers on specific topical issues for public relation purposes will be made available for members and partners free of charge and for others as deemed necessary.
- 3.3.4.7. Research works undertaken or sponsored by CRDA will be made available and those requesting for a copy of the research works on specific issues will be charged photocopying cost.
- 3.3.4.8. An annually developed catalogue of the CRDA Resource Centre will be made available, free of charge, to CRDA member NGOs and religion-based agencies, libraries and other interested organisations. Arrival of new books will, however, be regularly announced on the CRDA News and CRDA Web Page.

- 3.3.4.9. Copies of documentary films produced by CRDA will be distributed to all member agencies that participated in the production of the film, free of charge. Such member agencies that wish to receive more than one copy or any other interested organisations/individuals will be charged a nominal fee considering production costs

### **3.4. Organisational and Programmatic Capacity Building Support Services**

#### **3.4.1. Scope of the Support Service**

Support services that are categorised under the organisational and programmatic capacity building support are small in size and they have direct capacity building objectives to benefiting members. The support would help to define the vision, mission and strategic directions of benefiting NGOs. It will also have contribution to internalise and institutionalise people-centred/participatory methodologies and techniques. The support in this area also includes critical organisational and institutional supports, such as provision of equipment and employment of technical staff that would contribute to enhancing the capacity of indigenous members.

Although all indigenous NGOs are eligible for financial and technical support services for organisational and programmatic capacity building, CRDA will make sure that various supports are provided to project holders with logical coherence and strong linkages to ensure comprehensive organizational and institutional development.

##### **3.4.1.1. Participatory Needs Assessment**

The participatory needs assessment is meant to assist members technically and financially to undertake grass-root level community needs assessment, using participatory techniques and with the maximum involvement of staff of indigenous members, so as to institutionalise the methodology for similar undertakings in the future.

CRDA is promoting people-centred and participatory development among its members and the civil society and other development actors at large. To this effect, CRDA promotes the institutionalisation of participatory methodologies among its indigenous member NGOs and religion-based agencies and encourages the practice of community participation by members in undertaking their development works. In view of this, the need for assisting indigenous members financially and technically to introduce and institutionalise participatory development approaches and techniques is underlined.

##### **3.4.1.2. Programme Design and Action Plan Development Support**

Many indigenous members are in the process of getting experience in designing of standard and acceptable projects by all stakeholders and development partners. However, there is strong need to enhance the capacity of indigenous members in programme designing, through provision of technical and financial support. The support in this area is meant to provide financial support and technical services to indigenous members for practicing and institutionalising project design techniques and methods that would enable them to prepare similar projects in the future without significant involvement and support from others.

#### **3.4.1.3. Apprenticeships and In-Country Exchange Visits**

Some CRDA indigenous members and most international NGOs and religion-based agencies have quite remarkable achievements and capacities in project/programme planning, implementation, monitoring and evaluation as well as human, material and financial resource management. On the contrary, most local NGOs have limited capacity and experience in some, most and/or all aspects that are required in the field. In view of this, CRDA organises opportunities for experience sharing and exchange, both through visits to offices and/or project/programme sites of relatively developed and experienced NGOs and professional exchange. The exchange visits would also enhance good practices and ethics in the sector. Support in the area of apprenticeship is a relatively new intervention that CRDA would intensify

#### **3.4.1.4. Institutional Strengthening Grant**

Most indigenous NGOs usually start operation with committed individuals and groups and do not have adequate office equipment and competent professional/technical staff. Their organisational and institutional development is significantly constrained by lack of critically important equipment and professional staff. As remedy for these critical problems and bottlenecks, CRDA provides Institutional Strengthening Grants in the form of equipment (computer with printer and/or photocopier) and employs professional/technical staff (project officer or finance officer) as per the findings of indigenous members' appraisal report and recommendation by the responsible programme officer(s) in CRDA as well as other criteria developed for the purpose.

#### **3.4.1.5. Fundraising and Promotional Activities**

Development of appropriate fundraising strategy and practice as well as undertaking of promotion works is critical for organisational development and achievement of intended objectives. In view of this, CRDA provides financial and technical support for indigenous members aimed at supporting them to promote/sell their vision, mission and objectives to relevant stakeholders and partners for securing the required resources and developing partnership. The assistance also helps members to enhance their capacity for publicising the progresses and achievements they made organisationally and their contribution towards the broader poverty alleviation effort in the country.

#### **3.4.1.6. Baseline Survey**

There is a strong need to establish baseline data to measure performance and impacts of interventions/projects. However, most indigenous NGOs do not have the technical capacity and financial resources to carryout the exercise of measuring their achievements and contributions to the development endeavours. In view of this, CRDA will continue provision of financial and technical supports for indigenous NGOs to undertake baseline survey activities in their geographic areas of operation and sectoral focus.

#### 3.4.1.7. Capacity Gap Filling Support as per capacity assessment recommendation

CRDA undertakes capacity assessments of its members and identifies capacity filling gaps with possible sources of capacity building support. It also provides capacity gap filling support as per the agreement reached following capacity assessments. In view of this, it is considered important to set aside a limited amount of fund for the provision of support for filling gaps in capacity, mainly in areas that are not covered by other types of support. Among others, gaps in information collection and analysis, management information system and similar other gaps could be entertained under this support.

#### Organisational and Programmatic Capacity Building Support Services<sup>2</sup> (Type and Scope Summary Table)

No	Types of support	Funding Limit per Project (in Birr)
1	Organisational Capacity Building Support Services	
1.1	Strategic planning	30,000
1.2	Institutional Strengthening Grant	
1.2.1	Staff employment (Project/Finance Officer)	
1.2.2	Supply of equipment (Computer with Printer and photocopier)	
1.3	Fundraising and Promotional Activities	30,000
2	Programmatic Capacity Building Support Services	
2.1	Participatory Needs Assessment	30,000
2.2	Baseline Survey	30,000
2.3	Programme Designing/Action Plan Development	15,000
2.4	Apprenticeship and in country exchange visits	
3	Special Capacity Gap Filling Supports (mainly following Capacity Assessment recommendations)	30,000

#### 3.4.2. Eligibility to the Support Services

- 3.4.2.1. All indigenous member NGOs are eligible for all the support services mentioned above.
- 3.4.2.2. The services could be provided in package form and benefiting organisations should be prepared to receive the services in a logical and coherent manner (one after the other).
- 3.4.2.3. Specialised and packaged support services could be arranged and delivered by CRDA for groups of members falling under the same typology, based on their request for the services and broader contribution to the sector.

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<sup>2</sup>All organizational and programmatic support services are meant for enhancing capacity of indigenous NGOs and religion-based agencies. And only this group of NGOs could access such support. Except the Institutional Strengthening Grant that is managed by a specific guideline and strategic plan, all eligible members could access each type of support services only once, except when the member initiates a new programme in Regions where the member is not familiar.

- 3.4.2.4. Eligible member NGOs could identify their organisational and programmatic capacity gaps and prepares gap filling project proposals in consultation with the responsible Programme Officer in CRDA or CRDA could proactively organise capacity gap filling support in consultation with the organisations under consideration.
- 3.4.2.5. The support needs could also be identified during own capacity assessment exercises of indigenous CRDA members with facilitation by CRDA staff,
- 3.4.2.6. The specific support should be jointly identified and agreed upon by the respective project holder and the responsible CRDA Programme Officer under the Block Assignment,
- 3.4.2.7. The responsible Programme Officer in CRDA should submit the request for review and approval by CRDA Management with his/her recommendation.

### **3.5. Micro Development Projects**

#### **3.5.1. Scope of Support**

##### **3.5.1.1. Financial Supports<sup>3</sup>**

Financial support of CRDA could be categorised by source of funding (from the Programme Budget of CRDA and linking to donor funds directly, delegated funds). The financial support of CRDA is also categorised by types of projects and interventions.

##### **3.5.1.1.1. Micro-Development Projects Funding**

The primary objective of micro-development projects is contribution towards the national poverty reduction strategy. However, they also have an almost equally important objective of improving the capacity of indigenous member NGOs and religion-based agencies. It is believed that these projects would significantly contribute to enhancing the capacity of project holders by serving as practical learning exercises. And by doing so, would enable them to create partnership with donors and create opportunities by building a reputation for accessing donor funds for implementation of relatively bigger projects.

##### **3.5.1.1.2. Direct Funding by Donors**

Project funding from delegated fund is relatively bigger, depending on the nature of the project and the amount of fund secured. The fund is expected to be secured from partners of CRDA that would assign a certain amount of fund regularly or otherwise for allocation to NGOs and religion-based agencies on behalf of donor agencies. This could be initiated from donors, through their contact and confidence developed by working with CRDA, and also CRDA could contact potential donors and establish the necessary fund for the purpose.

#### **3.5.2. Provisions**

As discussed earlier, financing supports of CRDA are of two types, i.e., financing from its own fund/budget and linking/accessing members to donors delegated fund in CRDA. This Guideline focuses on guiding the financing from CRDA's own fund/internal budget for Micro-development projects and members linking/accessing to donors would be treated separately. Requests for funding of micro-development projects should fulfil the following criteria:

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<sup>3</sup> Appraisal and approval of Financial Supports of CRDA that have purely funding nature, i.e., micro-development funding and direct funding from donors, would be separately handled by the Project Approval Board (PAB). The Board will have its own detailed guidelines and working procedure.

- 3.5.2.1. Regional equity would be promoted by giving preferential treatment to marginalized regions and efforts will be made to allocate a fair portion of the budget for the micro-development project of CRDA for this purpose.
- 3.5.2.2. In order to resolve the problem of long-outstanding projects, CRDA will not entertain new requests unless previously approved projects are closed to the satisfaction of financial and technical requirements. However, new funding requests for promising/model projects could be considered if progress in implementation of on-going projects is found satisfactory.
- 3.5.2.3. Gradual reduction of indigenous members' dependence on CRDA funding would be promoted and members will be linked to donors and their efforts towards the same would be required.
- 3.5.2.4. In order to ensure linking of indigenous members to external donors, CRDA will encourage indigenous members to identify potential donors and develop projects/programmes for co-financing. In relation to this, CRDA will continue co-financing of micro-development projects with interested donors and partners.
- 3.5.2.5. Cost-sharing arrangement with project holder agencies and/or their target communities would be encouraged. To this effect, community contribution of at least 10% of CRDA-financed micro-development projects would be required.
- 3.5.2.6. In order to ensure better organisational and programmatic capacity building of members and more tangible contribution to the poverty alleviation effort, CRDA will promote strong linkage and coherence of financial support with other lists of support and services that CRDA has been rendering to its members.
- 3.5.2.7. In order to ensure transparency and accountability, CRDA will notify the pertinent Regional and Federal Government partners about project agreements, amount of project funds and all other relevant information related to micro development projects.
- 3.5.2.8. Requests for retroactive funding shall not be considered.
- 3.5.2.9. Project operation and overhead costs related to personnel, capital and other administrative costs should not exceed 15% of project costs; and not exceeding 20% if the cost includes staff employment for the project, depending on the duration, nature, component, etc. of the project.
- 3.5.2.10. A contingency budget of up to 5% can be considered by CRDA Management, depending on the nature and cost structure of the project, to cover price and physical variations (e.g. for construction, foreign purchase, etc.).
- 3.5.2.11. Even if it is within the total approved budget, no essential deviations in the project shall be undertaken without prior approval by CRDA. Deviations of more than 10% for each of the budget line items shall be considered as essential deviation. However, no specific project item initially proposed and agreed should be significantly affected, both in terms of physical implementation and/or budget utilisation.
- 3.5.2.12. Vulnerable groups such as disadvantaged children, the disabled, female-headed families, elders and communities that do not have access to basic social services will be primary targets of projects and development programmes to be financed by CRDA.
- 3.5.2.13. Projects for any type of support contained in this document should be prepared using the standard application form designed by CRDA for this purpose. Similarly, members should use standard CRDA formats while submitting progress reports on their projects.

### **3.5.3. Eligibility**

- 3.5.3.1. Financial support of CRDA will promote equity among indigenous members and across Regions. In order to ensure equity among members, only one project would be entertained per annum per member. However, members that implement successful model projects that could serve as learning base and be replicated by others could have the privilege of getting their new projects considered by CRDA.
- 3.5.3.2. All indigenous CRDA members that have stayed as members of the Association for a year or more are eligible for financial and related technical support from CRDA.

### **3.5.4. Requirements**

- 3.5.4.1. Projects should conform to the primary focus or the strategic plan of the respective agency and be within the project holders' geographic areas of operation and sectors of intervention as specified in the general/regional agreement with the respective regional DPPB/DPPC.
- 3.5.4.2. Indigenous members that have access to CRDA funding support will be required to commit themselves to attend training programmes recommended by the responsible CRDA Programme Officer.
- 3.5.4.3. As much as possible, projects should have a strong capacity building component and be able to reflect the sustainability and replicability of the intended intervention.
- 3.5.4.4. Projects should be community-based; the community should be involved at all stages of the project, so as to reflect ownership, belongingness, etc.
- 3.5.4.5. Project life should be within a reasonable period of time with clearly defined commencement and completion dates but not exceeding three years. Extension of projects cannot exceed six months, depending on the nature of the project.
- 3.5.4.6. Projects should be compatible with other efforts in the area by taking into account local/regional development plans. Projects prepared jointly with the pertinent Government agency and/or the community that explain the role of each party and the readiness of the agency to take over project activities after phasing out of the project holder will be favoured.
- 3.5.4.7. Planned activities related to micro-financing projects should indicate long-term prospects and should comply with legal requirements.
- 3.5.4.8. Projects should be cost effective, and the cost per beneficiary should be reasonably low.
- 3.5.4.9. Projects should be technically feasible, financially viable, and socially and ethically acceptable.
- 3.5.4.10. Project monitoring and evaluation can be included as one component of project activities to ensure effective and efficient implementation of projects and enhance capacity building of project holders (skill transfer through learning process, etc.).
- 3.5.4.11. Projects must adhere to environmental soundness and gender sensitivity principles.

### **3.5.5. Procedures**

The financial support and mentoring functions of CRDA will largely be governed by the following basic operational procedures:

- 3.5.5.1. Eligible members for Micro-Development Project funding should prepare their project proposal in consultation with the responsible Programme Officer(s) in CRDA. To this effect, project holders should submit their draft proposals for review and comment before official submission to CRDA,
- 3.5.5.2. Micro development project review and appraisal in CRDA will be carried out on a quarterly basis.

- 3.5.5.3. Eligible members should submit their project proposal for micro-development funding before the end of the first month of each quarter,
- 3.5.5.4. Financial and technical support, in the area of programme and organisational capacity building, for a single member will be provided on the basis of progressive disengagement principles, depending on the availability of resources at CRDA

### **3.6. Sponsorship to Members' and Partners' Initiatives.**

Various initiatives of members and partners have been supported by CRDA and this support has been given due emphasis and consideration in the Second Three-year Programme of CRDA under three result areas (1-3). The emphasis is to promote joint efforts and initiatives by groups of members and partners. These initiatives include: research, events, workshops on specific issues, advocacy work, promotion of good governance and election monitoring. The support in this area could serve to raise awareness of partners and the public at large on areas of NGOs' operations, serve as an entry point for more organised and systematic advocacy work, create a better understanding and working relation with government bodies, CBOs and the civil society at large. Research support and other opportunities in this area should be adequately publicised and announced to relevant stakeholders and partners to ensure selection and sponsorship of the best research proposals.

Requests for supporting and sponsoring various initiatives would be submitted to the CRDA Secretariat, and the responsible committee in the Secretariat would make a decision. Working Groups will play an important advisory role in substantiating and reviewing such requests critically in relation to their specific areas of interest and the broader interest of the membership and advising the Committee. The interest is to promote collective and group initiatives and joint actions by members and partners. Thus, the focus is on supporting the initiatives of groups of members and partners. However, under specific conditions and particularly in the absence of a Working Group on a specific issue/topic, individual members' initiatives could be entertained and supported. Regarding administrative matters and the technical handling of the funds and supports granted for the implementation of initiatives, the need for flexibility is underlined. The relevance of some of the procedures for specific tasks and partners should be re-examined and be treated on a case-by-case basis. With this in view, agreements could be modified to clearly show commitments, obligations and responsibilities of different bodies involved in the implementation of each initiative. The agreement should also clearly show accountability, settlement of financial expenditures, production and submission of relevant documents and reports and obligation to return unutilised funds. Proper documentation and recording of the process of undertaking initiatives and outcomes, and timely submission to CRDA should also be agreed to use the experiences as references and learning cases for similar undertakings in the future.

### **3.7. Other Supports and Services**

In addition to the support services discussed above, CRDA also provides other minor services in areas of logistic support, documentation and recording. However, these services are expected to be limited in scope and size and could be handled easily as administrative matters under the guidance of the Senior Management. In view of this, this type of support is not discussed and operational guidelines are not incorporated as part of this document.

CRDA will also continue the delivery of services and provision of various supports flexibly in other new areas as they emerge. Among other things, the following could be included. Special programmes are programmes that could emerge due to unforeseen phenomena and new developments in the Association and the environment it is working in. These programmes could have separate guidelines and/or operational manuals or they could be appraised and implemented on a case-by-case basis with the approval of the CRDA Executive Director.

In the case of a national/regional disaster situation, CRDA could mobilise emergency and rehabilitation resources and allocate to members that could deliver the assistance to needy localities and vulnerable groups. In allocation of emergency and rehabilitation resources, members could be selected on the basis of their areas of operation, capacity for relief management, distribution and past performance/experience as well as availability of transportation services.