The Swedish Civil Society Organisation/Non-Governmental Organisation Cooperation Programme, Ethiopia, 2004–2007

Final Report

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Basic Facts about Ethiopia

Area, km2	1,133,380
Capital	Addis Abeba
Population 2005, millions	79
Expected population 2015, millions	101
Population growth per annum (per cent)	2.5
Per capita GDP (USD ppp* 2005)	1,055
Per capita GDP/annual growth 1990–2005 (per cent)	–0.2
Total aid from all countries, million USD, 2005	1,937.3
Total aid as proportion of GDP, 2005 (per cent)	17.3
Adult literacy, 2003 (per cent)	35.9
Life expectancy at birth (2005)	51.8
Life expectancy at birth (1970)	40
Under-five mortality rate per 1,000 live births (2005)	164
Under-five mortality rate per 1,000 live births (1970)	239
Doctors (per 100,000 population)	3
Access to adequate sanitation (per cent of population)	13
Access to clean water per cent of population)	22
People with HIV/AIDS in the 15–49 age group (per cent)	0.9–3.5
Ranking in Human Development Report 2007 (out of 177 countries)	169
(Sweden	6)

Sources: Human Development Report 2007 and 1998

* ppp: purchasing power parity (purchasing power taking into account exchange rates; used to compare living standards in different countries.) Per capita GDP in Sweden (USD ppp 2005)=32,525.

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Abbreviations

ABEC	Alternative Basic Education Center
AI	Appreciative Inquiry
AP	Advisory Panel
ART	Anti-retroviral Therapy
CAST	Change Assessment and Scoring Tool
CB	Capacity Building
CBO	Community Based Organisation
CBRH	Community Based Reproductive Health
CBRHW	Community Based Reproductive Health Workers
CDC	Centre for Development Consulting
CEDAW	Convention on elimination of all forms of discrimination against women
CHAD-ET	Children Aid Ethiopia
CHBC	Community Home Based Care
CIDA	Canadian International Development Agency
CORHA	Consortium of Reproductive Health Associations
COWI	Name of Danish Consultants Company
CR	Child Rights
CRC	Child Rights Conventions
CRDA	Christian Relief and Development Association
CS	Civil Society
CSF	Civil Society Fund
CSO	Civil Society Organisation
CSSP	Civil Society Support Programme
DAG	Donor Assistance Group
Danida	Danish International Development Assistance
DFID	Department for International Development
DPPA/B/C	Disaster Prevention and Protection Agency/Bureau/Commission
EBA	Ethiopian Bar Association
EC	European Commission
ET	Evaluation Team
ETB	Ethiopian Birr
FG	Focus Group
FGM	Female Genital Mutilation
FSS	Forum for Social Studies
GOE	Government of Ethiopia
GTZ	Gesellschaft Für Technische Zusammenarbeit
HAPCO	HIV/AIDS Prevention and Control Office
HIV/AIDS	Human Immuno-deficiency Virus/Acquired Immune Deficiency Syndrome
HR	Human Rights
HTP	Harmful Traditional Practice
IA	Initiative Africa
IEC	Information, Education and Communication
IGA	Income Generating Activity
INGO	International Non-Governmental Organisation
IPO	Implementing Partner Organisation
IR	Inception Report

JeCCDO	Jerusalem Children and Community Development Organisation
LFA	Logical Framework Approach
LG	Local Government
MDG	Millennium Development Goals
MFA	Ministry of Foreign Affairs
M&E	Monitoring and Evaluation
MOH	Ministry of Health
MOJ	Ministry of Justice
MOU	Memorandum of Understanding
MQG	Monitoring and Quality Group
MTR	Mid-Term Review
NEWA	Network of Ethiopian Women's Associations
NGO	Non-governmental Organisation
NOVIB	Netherlands Organisation for International Dev. Cooperation
NSA	Non-State Actors
OM	Outcome Mapping
OVC	Orphans and Vulnerable Children
PAC	Project Advisory Committee
PANE	Poverty Action Network Ethiopia
PASDEP	Plan for Accelerated and Sustainable Development to End Poverty
PBS	Protecting Basic Services
P-E	Pact Ethiopia
PI-E	Pathfinder International-Ethiopia
PLWHA	People Living with HIV/AIDS
PRS	Poverty Reduction Strategy
PSC	Programme Steering Committee
QA	Quality Assurance
RBA	Rights Based Approach
RH	Reproductive Health
SCD	Save the Children Denmark
SDPRP	Sustainable Development and Poverty Reduction Programme
SEK	Swedish Kroner
Sida	Swedish International Development Cooperation Agency
SG	Sub Grantee
SLUF	Sustainable Land Use Forum
SNGOA	Addis Ababa City Admin Social & NGO Affairs
SRHR	Sexual and Reproductive Health and Rights
SSNPR	Southern Nation, Nationalities and People's Region
SUO	Specialised Umbrella Organisation
SWOT	Strengths, Weaknesses, Opportunities, Threats
TAU	Technical Advisory Unit
UN	United Nations
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
USD	United States Dollar
VCT	Voluntary Counselling and Testing
WB	World Bank
WORTH	Women Owning Resources Together

Executive Summary

Priority areas for cooperation with the CSOs identified in the Swedish Country Strategy for cooperation with Ethiopia 2003–07 are:
- Human Rights, Democracy and Governance
- Sexual and Reproductive Health and Rights (SRHR) including HIV/AIDS
- Women's Rights and the fight against Female Genital Mutilation (FGM)
- Children's Rights, and
- Environmental Protection

The CSO cooperation programme is implemented through nine specialised umbrella organisations (SUOs). Each of these supports sub grantee NGOs (SGs). The programme has been implemented through 155 SGs, geographically spread all over the country. Over a three-year period (October 2004–September 2007) the total allocation for the CSO programme has been SEK 120 million. The current agreement has been prolonged till December 2008 with the nine SUOs/115 SGs, and the budget extended with 39.4 million SEK to allow for possible adjustments.

The objectives of the final evaluation undertaken between February and April 2008 reflect the two general objectives of the programme, (i) to contribute to the empowerment of civil society to enable its organisations to play a more active role in dialogue and advocacy on the political, economic and social development in Ethiopia; and (ii) to promote CSOs' involvement in the delivery of innovative developmental activities as active forces and partners in the poverty reduction programme and fight against HIV/AIDS.

The evaluation assignment is structured around seven clusters of issues: 1) Effectiveness and efficiency of the working modality, 2) Effects of interventions and attribution, 3) Participation, inclusion and exclusion, 4) Working relations, alignment and harmonisation, 5) Accountability, advocacy and a rights perspective, 6) Capacity of the Specialised Umbrella Organisations and 7) Feasibility of the overall SUO model – empowerment and sustainability.

The evaluation has used qualitative methods: Self-evaluation using SWOT, assessment of 26 visited case interventions (17 pct. sample) using Change Assessment and Scoring Tool (CAST) and triangulation with information from interviews with Local Government, SUOs and Sub Grantees, and selected project documents.

Achievements and Lessons

The evaluation concludes that the CSO/NGO cooperation programme, piloted for three years, has been very successful – in terms of results at the grassroots and in terms of lessons from the decentralised umbrella/apex organisation modality for channelling support. The programme has promoted CSOs' involvement in the delivery of innovative developmental activities as active forces and partners in poverty reduction efforts and in the fight against HIV/AIDS. With a focus on some of the most vulnerable groups in Ethiopia – street children, OVCs, PLWHAs, HTP – the programme has had a significant outreach to underserviced groups throughout the country, in both rural and urban areas in the woredas where the SGs work.

The second objective of the programme "to contribute to the empowerment of civil society to enable its organisations to play a more active role in dialogue and advocacy on the political, economic and social development in Ethiopia" has been much more difficult to pursue and achievements are consequently less impressive. The climate for dialogue and advocacy has been chilled during this period. Relations between the central government and CSOs have been strained – sometimes repressive – while dialogue and frequent active involvement of Local Government representatives in the Project Advisory

Committees have contributed to create a sufficiently enabling environment to ensure achievements in mobilisation of communities. In a situation of extremely limited resources set aside by the Government for social services to the most vulnerable and marginalised groups, there is a more conducive climate for advocacy and dialogue on the so-called 'non-political' social issues than on those associated with 'political agendas' on governance, democratisation and human rights.

Changes in people's awareness, attitudes and practices were widely observed and reported during the evaluation and impressive results and outreach is reported by the SUOs. The assessment of attribution, outcomes and effects of the interventions across the themes and types of activities builds on different stakeholders' indicative perceptions which cannot be quantified. Tangible effects on people's sexual and health-related practices and livelihoods, of women's and children's rights being fulfilled in terms of participation and empowerment and escape from harmful practices, and enhanced yields and health from improved agricultural practices, generally take longer time to materialise than the programme's typical 2–3-year interventions. Effects and outcomes of capacity-building interventions and interventions in support of income generating activities for livelihood improvements are also measureable only in a longer-term perspective. There is a tendency in some SUOs to take the objectives of interventions and number of intended beneficiaries (millions in many cases) at face value and report inflated figures as actual results.

The decentralised, piloted programme has been successfully managed in spite of divergence from important components that were planned to facilitate management. The Advisory Panel did not materialise and neither did the Monitoring and Quality Group, subsequently recommended by the MTR. With only minimal secretarial support a considerable extra work burden was placed on the Swedish Embassy's Programme Coordinator, and many responsibilities, including decisions on administrative and financial management procedures, were decentralised to the SUOs. Sufficient common criteria were laid down from the outset, e.g. for SG selection, for monitoring and reporting requirements, and for dispersal of funds, to avoid a totally disjointed and 'anarchistic' programme.

Reporting has been voluminous both at SUO and SG level, and a common criticism has been the limited feedback received. Though the reports have reflected programme LFAs this has not made much difference to the impression that reports have not been much used as a management tool, again at both SUO and SG level.

The concept *capacity* is so wide and so vague that the centrality of capacity/capacity building in a programme like the Sida supported CSO/NGO cooperation needs clarification: capacity *of whom,* to do *what,* under *which circumstances,* and *how accomplished. Quality* of any measure of capacity building is too often taken for given. Capacity is associated with the management process, less so with capacity in 'better practices' in the thematic areas. In spite of extensive discussions, confusion about what can be included in budgets under capacity building is widespread, particularly amongst the SGs.

There is limited monitoring and follow up on *what works better* in capacity building. Reporting from SUOs/SGs is still mainly about the activities undertaken and not about the outcomes. Embryonic participatory monitoring systems (AI and OM) are observed in some SGs but need more nurturing and mentoring. Innovation is desirable and required in M&E and reporting. The balance between necessary control/transparency and 'ritualistic' reporting is delicate.

Rather than ad hoc utilisation of consultants for different studies, it is pertinent to ask whether there is scope for twinning between research/university institutions (Ethiopian and Swedish) and NGOs, e.g. for SUOs/SGs to request studies to be undertaken, placing interns for different tasks, using senior students/staff for more in-depth M&E studies, etc.

The Sida supported Specialised Umbrella Modality has contributed with important lessons on indigenising donor-CSO/NGO cooperation. Transition from the current pilot phase requires careful thinking of measures for 'scaling up and in'.

A Programme like the Sida supported CSO/NGO cooperation programme with a good track-record has potential clout to negotiate and dialogue with the Ethiopian Government on several fronts concerning civil society: 1) Help countering the myth of subversive civil society organisations, and 2) dialogue with the Government on the necessary division of work between public and private/non-government sectors in the face of widespread poverty. The ability and clout to carry out strategic negotiations, however, increase in larger forums such as joint donor funds.

There is scope for reinforcing the SUO modality on its own in the shorter run if 'necessary adjustments' are undertaken – not least strengthened management support, with clear TOR – in support of the Sida programme coordinator.

However, 'integration' of the SUO modality into a larger forum/fund in the longer run, will be in line with global agendas for harmonisation and alignment (and budget support). With 'due diligence' it should contribute to strengthening CS in Ethiopia.

Recommendations in brief

- The programme/the SUOs should be pro-active in keeping alive a discussion in Ethiopia about the values, possible contributions and impacts of CS work, and help to demystify suspicion against CS role in development. It is a precondition for replication and scaling up of interventions.

- Put in efforts to reach more clarity on key concepts and approaches related to civil society work: *empowerment, capacity building, advocacy, accountability, participation, equality, inclusion/exclusion, a rights-based approach* are concepts in question; Understanding the strengths of combining advocacy and service delivery likewise.

- Ensure linkages/optimise thematic synergies between the CSO/NGO cooperation programme and CS support within and across sector programmes.

- Assess the pros and cons of modalities for service integration (e.g. environment protection with combating HIV/AIDS) vs. specialisation in individual projects.

- Intensify reach out to remote and underserved regions and groups, and determine whether there is scope and need for special earmarked CSO 'funds'.

- Find entry points to private sector dialogue in the programme.

- SG selection criteria generally to be retained but reviewed with regard to length of support to individual SGs and their ability to retain/recruit qualified staff. A simple complaint mechanism should be considered to ensure transparency.

- SUOs to post application announcement to the woreda administration in addition to media.

- There is a need to define *programme specific* 'capacity' measures and *SUO/SG thematic* capacity measures (indicators). More systematic lessons on good CB practices should be collected and shared.

- Enhance institutional learning by letting selected project staff participate in evaluations.

- How to report on achievements should be subject to further clarification between the SUOs. Inflated figures on results should be substituted with indications of outcome and effects.

- Make annual reporting on poverty reduction/wellbeing explicit and link it to the thematic areas supported.

- Systematic analysis to be done of 'global' state-of-the art approaches to the programme themes – HIV/AIDS in particular – and sharing of information and learning to be ensured.

- Dissemination of better practices of management, resource utilisation and thematic lessons within and outside the programme is warranted.

- Enhance M&E system with focus on effects and outcomes, which reflects that key concepts in the programme, e.g. empowerment, rights, participation, are both outcome goals and process goals.

- Avoid many different CS monitoring systems in the country to avoid multi reporting by SGs. In designing M&E systems the programme should take into consideration – and try to influence – how M&E is done in other programmes (not least CSSP).

- Alternative monitoring systems with a stronger balance towards participatory monitoring (e.g. self-evaluation, Appreciative Inquiry, Change Assessment and Scoring Tool, Outcome Mapping) to be developed, selectively tested by different SUOs/SGs, and adequate mentoring and support be provided.

- To facilitate the process of developing an optimal M&E system, and for targeted studies, make use of professional support or research/twinning between Ethiopian and Swedish students or young scholars.

- Consultancy support should preferably be utilised by the SUOs for eliciting, sharing and disseminating lessons rather than for management and administrative routines.

- The umbrella model to be retained in the shorter run in Sida's CSO/NGO cooperation in Ethiopia.

- Sida undertakes the necessary preparations to decide whether and when to join the forthcoming CSSP. Discussions with the programme should concentrate on how to retain lessons from the umbrella model to the benefit of the CSSP.

1 Introduction

1.1 Background

The Swedish Country Strategy for Development Co-operation with Ethiopia 2003–2007 indicates that support for civil society will be extensive and serve to complement the Ethiopian government's strategy. The country strategy marks a shift in giving priority to direct contact and closer working relations with local non-governmental and civil society organisations (CSOs) in recognition of the part played by CSOs in working with poor people and vulnerable communities.

Priority areas for cooperation with the CSOs identified in the strategy are:
*   Human Rights, Democracy and Governance
*   Sexual and Reproductive Health and Rights (SRHR) including HIV/AIDS
*   Women's Rights and the fight against Female Genital Mutilation (FGM)
*   Children's Rights, and
*   Environmental Protection

The CSO cooperation programme is implemented through nine specialised umbrella organisations (SUOs) who together represent the priority areas. Each of these supports sub grantee NGOs (SGs). The names of the nine SUOs and the thematic priority areas are listed in Table 1 section 2.2.

The programme has been implemented through 155 SGs, geographically spread all over the country (See map on page v and Annex 2a). Over a three-year period (October 2004–September 2007) the total allocation for the CSO programme has been SEK 120 million. In addition, core funding from the Swedish Embassy is given directly to three CSOs that undertake innovative interventions in HIV/AIDS prevention and control. Besides, CSOs play a role in Swedish sector support, in particular in Health and Education.

The current agreement has been prolonged till December 2008 with the nine SUOs/115 SGs, and the budget extended with 39.4 million SEK to allow for possible adjustments and/or implementation of recommendations of the evaluation endorsed by Sida.

The evaluation which was undertaken between February and April 2008 is a response to recommendations of the mid-term review that a final evaluation be undertaken in order to review the viability and sustainability of the overall CSO support programme.

1.2 Evaluation Purpose and Scope

The objectives of the final evaluation reflect the two general objectives of the programme, (i) to contribute to the empowerment of civil society to enable its organisations to play a more active role in dialogue and advocacy on the political, economic and social development in Ethiopia; and (ii) to promote CSOs' involvement in the delivery of innovative developmental activities as active forces and partners in the poverty reduction programme and fight against HIV/AIDS. The overall purpose of the evaluation is to:
*   Examine whether the programme contributes to creating relevant possibilities for the CSOs to do advocacy on political, economic and social development and to undertake service delivery interventions and dialogue.
*   Assess if interventions are effectively implemented – and assess achieved results.

These issues invariably relate to the effectiveness of the working model of the CSO programme and the capacity of the umbrella organisations and their relations with Sub Grantees, local government and other stakeholders. It has been deemed important that the evaluation assesses these issues with clear

consideration of the current Ethiopian context and climate for CSO work, but also in light of current global agendas for international development cooperation that influence theory and practice on alternative models for support to civil society.

The emphasis of the evaluation is to look back to provide solid conclusions on outputs of the programme and the sampled projects/sub grantees. The outcome is expected to inform the design of a possible following phase of the support, and to be a relevant input to the next strategy for development cooperation between Ethiopia and Sweden, which is under preparation.

1.3   Methodology

The evaluation assignment is structured around seven clusters of issues and interrelated questions. The issues are: 1) Effectiveness and efficiency of the working modality, 2) Effects of interventions and attribution, 3) Participation, inclusion and exclusion, 4) Working relations, alignment and harmonisation, 5) Accountability, advocacy and a rights perspective, 6) Capacity of the Specialised Umbrella Organisations and 7) Feasibility of the overall SUO model – empowerment and sustainability.

An overview of the evaluation issues, selected evaluation questions and methods and tools for data gathering and analysis is provided in the Evaluation Matrix in Annex 1 (b). The approach to the evaluation and preparation of an intensive evaluation programme February 25–March 13, 2008 were prepared in close consultation with Sida/Swedish Embassy and were spelled out in detail in the Inception Report (IR February 2008). Besides serving the dialogue with Sida/Swedish Embassy, the IR has been a key data collection and analysis guide for the Evaluation Team. Annex 4, Approach and Methodology, contains excerpts from the IR and provides more details on methods and tools used in the evaluation. In brief, these are:

- The evaluation uses a variety of concepts, including OECD/DAC evaluation criteria, such as *relevance* (to the country's and donor's policies), *effectiveness* (in terms of adherence with project and programme objectives), *efficiency* (in terms of utilisation of staff and disbursement of financial resources), and *sustainability* as likely take-over of responsibility for interventions after Sida support ends. *Attribution* refers to whether a change/effect can be referred back to a particular intervention or is attributed to several factors. *Participation* is analysed as participation by stakeholder/community/beneficiary in needs assessment, decision making, implementation, monitoring and evaluation, while *inclusion/exclusion* refers to intended/unintended outreach particularly to weaker groups in society. *Capacity building (cb)* is central in the project evaluation and refers to *internal cb* as strengthening staff capability within an organisation, and *external cb* as service provided to other organisations, typically by SUOs to SGs. Probing for how key concepts are interpreted by different stakeholders is used throughout the evaluation.

- Self evaluation (January 2008) – using SWOT – undertaken by the nine SUOs with selected SG/partners (See Annex 4). The self evaluations helped the ET to get an initial understanding of the SUO's self-perception and to inform the evaluation key questions.

- Assessment of 26 sample case interventions representing a mix of thematic, size, and geographical areas within the focus areas of the Sida supported project. The stratified sample represents advocacy and service delivery interventions, NGOs and CBOs visited in Oromia, SNNPR, Benshangul, Amhara and Addis Ababa. (See Sample Annex 2 a). This fairly large purposive 17% sample was selected in consultation with the SUOs to represent good learning experience, and is not a random sample.

- Review of SUO and SG documents – project documents, quarterly and annual progress reports including financial and audit reports, work plans, log-frames, selected project evaluations, achieve-

ment and thematic reports – as well as review of Ethiopian and Swedish policies and studies of relevance for understanding the context of Civil Society in Ethiopia (See Annex 8).

- People's perceptions of change – for better or worse – and attribution to specific interventions are assessed by using the Change Assessment and Scoring Tool (CAST) in 28 focus group discussions conducted (Summaries in Annex 5). To the degree possible these change assessments are triangulated with information from different stakeholders (communities/beneficiaries, SG representatives and local government representatives), documentation and observation. In addition to being a key source of information for the main text of this report, Summary thematic CAST assessments are included in Annex 5.

- 'Template' information for Briefs on 9 SUOs and 25 SGs (Annex 2 and 3).

- Interview guides (Annex 4) targeted at specific groups, i.e. interviews with Local Government Representatives (Regional, Zone, Woreda, Kebele, Sub-city) and a few Federal Government representatives, DPPA and MOJ; interviews with representatives of SGs/partners; and interviews with donor agency representatives.

- Observations on the ground, and validation of information by triangulation of different methods and sources, in particular between community/beneficiary representatives, Sub Grantee representatives and Local Government representatives, project documentation and observation.

1.4   Limitations

The evaluation has been carried out in the spirit of participation and dialogue, qualities which also characterise the evaluated CSO/NGO cooperation programme. Yet, the Evaluation Team acknowledges the limitations in this respect to which a very tight time and travel schedule contributes. Other limitations should be shared:

- A purposive sample of 30 SGs from the total 155 SGs was selected in close consultation with the SUOs and the Sida Programme Coordinator. Sampling was based on criteria for optimising learning on the dimensions relevant to this evaluation – themes, geographical spread, advocacy/service delivery, rural/urban interventions. The more critical and less successful cases, for which the ET has relied only on secondary information, were excluded from the field sample. This necessarily influences how much the findings can be generalised. The ET is of the opinion that the 17% sample evaluation provides sufficient indicative insight to build an overall view of the effectiveness and relevance of the SUO modality, even if the results are not conclusive since the evaluation design is mainly qualitative.

- The programme and SG projects have not developed a monitoring system that captures outcome and impact. This is necessarily reflected in the evaluation which has attempted to assess a wide variety of people's perceptions about change.

- Logistics and demanding travel have in a few cases forced the Evaluation Team to leave out already alerted SG cases. The sample was brought down to 26, and the ET sincerely apologises for the inconvenience caused both to the SGs, communities and SUOs.

- Initial data screened by the ET in SUOs' and SGs' progress reports often jump to conclusions on positive effects of the interventions (e.g. fast livelihood improvements, HTP changes, Contraceptive prevalence) forgetting a realistic change-time perspective. Though data were collected from different stakeholders in the field, there were limitations to how in-depth the ET could validate and triangulate findings from Community/SGs/LGs.

- Overall the ET was impressed by the many creative and innovative interventions and approaches of the visited NGOs/CBOs. Time and limited space prohibits a full and fair (re)presentation of all SUO/SG cases in this report. The limitations in terms of detail reinforce the scope of this evaluation which is an assessment of the overall programme and its effects rather than detailed assessments of the individual SUOs and SGs.

- A large programme like the one under evaluation – 9 SUOs, 155 SGs country-wide and demanding reporting requirements – produces an awful lot of reports – more than necessary perhaps (see section 3.5). The ET has screened a wide selection of project/programme documents and audit reports of the SUOs and the 26 sampled interventions, but may still have disappointed some organisations who in vain had prepared much additional documentation which the ET's could not scrutinise during their visits.

1.5   Structure of Report and Acknowledgements

The main report is a presentation and analysis of our findings concerning the CSO/NGO cooperation programme and the CSO context in Ethiopia, including a brief presentation of different funding modalities in the country (chapter 2). Assessment of the SUO management, the programme management set-up, capacity building, and M&E are the topics of chapter 3. Chapter 4 is the major presentation of results and achievement as they are experienced in the field by communities, and to some extent triangulated with information from Sub grantees and Local Government representatives. Conclusions, Lessons learnt and Recommendations are presented in chapter 5. Recommendations are also highlighted throughout the report.

The report contains a number of substantive Annexes. Annex 2 a and b contains an overview of the nine SUOs and their current 115 SGs and the sample SGs visited. The SG list is followed by Briefs on each of the SUOs, composed of template information given by the SUOs themselves and narratives on each SUO by the ET. Annex 3 contains briefs on the 25 sample SGs provided by the SGs themselves. Annex 4 presents more details on the evaluation methodology, techniques and tools. Annex 5 summarises the Change Assessment and Scoring Tool information from 28 focus group meetings, – overall and by theme. Annex 6 summarises different principles for donor support to civil society, Annex 7 lists persons met, however not including the several hundred people who participated in focus group discussions, and Annex 8 is a select Bibliography.

The Evaluation Team was composed of two Ethiopian consultants, Ms Workwoha Mekonen and Dr Michael Tamiru Gubay, and two international consultants, Mr Knud Olander and Dr Britha Mikkelsen (Team-leader) of COWI, Denmark. Quality Assurance was provided by Mr Knud Vilby, Denmark.

The team wants to express its sincere appreciation for extensive and tireless support from the SUOs, the SGs and 'their' communities and constituencies, the Local Government representatives and from the Programme Coordinator at the Swedish Embassy. As experienced evaluators we sense that the dedication and enthusiasm experienced amongst the many actors throughout the country dig deeper than the short encounters we had during the evaluation. All support to facilitate the evaluation – including extensive logistics support from some SUOs – is warmly acknowledged!

2 The CSO/NGO Cooperation Programme and the CS Context in Ethiopia

2.1 Framework for the Swedish CSO Support Programme

The framework of the Swedish-Ethiopian development cooperation is to be found in the Swedish Government's "Country strategy for development cooperation with Ethiopia 2003–2007". The strategy is based on the Ethiopian Government's poverty reduction strategy (PRS) expressed in its poverty reduction paper, the Sustainable Development and Poverty Reduction Programme (SDPRP) and from 2006 the Plan for Accelerated and Sustainable Development to end Poverty (PASDEP). Besides supporting the Ethiopian Government's PRS, areas for dialogue were identified in the country strategy on issues of differing views, and extensive support for civil society has been included to complement the Ethiopian Government's strategy. The issues included the areas of: democratisation and governance, gender equality, human rights and reform of the judiciary, HIV/AIDS, land ownership and security of tenure, and a favourable climate for the private sector.

The country strategy focused on three mutually reinforcing thematic areas: (i) Democratic development and respect for human rights; (ii) Social Development, and (iii) Economic growth.

> *Sida defines civil society as an arena, separate from the state, the market and the individual household, in which people organise themselves and act together in their common interest.*
>
> *Source: Sida's support to civil society in development cooperation, Policy, 2007:4*

Within promotion of democratic development and respect for human rights cooperation with the Ethiopian civil society was given priority and a change in the modality from indirect support through Swedish NGOs to direct support to Ethiopian CSOs was announced and implemented. Focus has been on in-depth cooperation within HIV/AIDS, access to social services, democracy and human rights and in particular children's rights, combating female genital mutilation and small environmental projects. Support to capacity development of civil society was further included as a specific objective.

Sixty million Swedish Kroner was allocated to combat HIV/AIDS through civil society making up half the total allocated funds for the Swedish CSO programme and effectively scaling up previous Sida HIV/AIDS activities in Ethiopia. This was also reflected in selection of SUOs where three of them focus specifically on HIV/AIDS and two others have HIV/AIDS among their activities. Besides channelling funds through the SUOs, Sida has given direct support to three other Ethiopian NGOs working with HIV/AIDS (Prison Fellowship Ethiopia, Youth Advisory Group, Mekuria Theatre Group) targeting orphans and vulnerable children (OVC) and capacity building of youth. SEK 25 million were allocated and a variety of NGOs in close cooperation with HAPCO, other government institutions and UN partners have been responsible for implementation.

"Investing for Future Generations" from 1999 provides the framework for Sida's support to fight against HIV/AIDS globally as well as in Ethiopia. The strategy considers community organisations to have a key role to play in involving people living with HIV/AIDS in prevention and care, and in stimulating government action through advocacy and assistance to people living with HIV/AIDS (PLWHAs). Support to and through NGOs workings at community level comprises therefore an important element of the Swedish strategy for combating HIV/AIDS.

A key parameter for the SUO model's success will therefore be how well the SUOs and their implementing partner organisations (IPOs) have been able to cooperate with local government and CBOs in mobilising and involving communities in the fight against HIV/AIDS.

Since the fight against HIV/AIDS involves different support modalities it could have been expected that Sida would have made a concerted effort to gather experiences from the different support mechanisms used: SUO model, direct NGO support, and through UNICEF. Like for the other thematic areas no discussions or visible attempt of experience gathering and strategising seem to have taken place. In line with the intentions of the Sida support it is recommended that systematic analysis is made on state-of-the art approaches within the themes supported under the programme and sharing of information and learning within the programme are ensured. Necessary resources must be set aside for such studies. (See also sections 4.1.2 and 4.1.6).

2.2   A New Decentralised Modality

The CSO/NGO cooperation programme is a significant change to a decentralised support modality. After a thorough assessment of the CS sector, the Swedish Country Strategy for Development Cooperation with Ethiopia 2003–2007, for the first time, allocated resources to be directed towards collaboration with local non-governmental and civil society organisations taking their experience as development partners into consideration. The assessment of the sector pointed to a genuine, decentralised modality with focus on building the capacity of weaker Ethiopian CSOs/NGOs and placing the centre of management within Ethiopia, with local umbrella organisations in collaboration with the Swedish Embassy. The model was likely to enhance alignment with Ethiopian policies.

For the period 2004/05 to 2007 Sida allocated SEK 120 million for civil society support of which SEK 115 million was to be managed directly by the CSOs themselves through the so-called "umbrella model", while the rest were set aside for direct funding managed by the Swedish Embassy/Sida for core funding of specifically selected NGOs. Out the SEK 115 million, 60 million were committed for HIV/AIDS and Reproductive Health while the remaining were allocated to Human Rights, Democracy and Governance, Women's Rights and the fight against Female Genital Mutilation, Children's Right, and Environmental Protection in accordance with the Swedish Country Programme objectives.

In order to implement the civil society support programme within the chosen thematic areas nine specialised "umbrella organisations" out of 32 applicants were selected in a competitive bidding process among Ethiopian NGOs and INGOs based in Ethiopia[1]. All of the selected SUOs were subject to an organisational capacity assessment by Sida before signing of a MoU. Six of the selected SUOs were national NGOs while the remaining three were affiliates of INGOs (Pact, Pathfinder, SCD).

The chosen modality was based on the assumption that it would[2]:
- systematise the Swedish support to civil society in Ethiopia;
- build programme management, co-ordination and fund administering capacity in the SUOs;
- promote empowerment of the CSO sector and allow it to take responsibility of independently planning and executing development initiatives;
- make it easier for traditional community-based organisations to access funds and benefit from the programme;
- be conducive to identifying lessons learnt and disseminate best practices in the priority programme areas.

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[1]   The nine SUOs selected were: Initiative Africa (IA); Christian Relief and Development Associations (CRDA); Network of Ethiopian Women Associations (NEWA); Pact Ethiopia (P-E); Sustainable Land Use Forum (SLUF); Save the Children Denmark (SCD); Pathfinder International-Ethiopia (PI-E); Consortium of Reproductive Health Associations (COHRA); and Jerusalem Children & Community Development Organisation (JeCCDO).

[2]   Summary of assessment memoranda of the Swedish CSO/NGO Co-operation programme 2004/05–2006/07.

The goal of the Swedish programme (see section 1.2) is thus two fold: (i) on the one side to enhance and strengthen civil society's democratic role and (ii) increase aid effectiveness by using CSOs in programme implementation.

> *Civil society is neither good nor bad, but largely reflects the competing interests, values and conflicts within society.*
>
> Source: Sida's support to civil society in development cooperation, Policy, 2007:5

Table 1 shows the distribution of funds on thematic areas and SUOs including the extension period:

SUO	Budget 2004–2007	No. of SGs	Budget 2007–2008	No. of SGs	Budget Total	Thematic Areas
Initiative Africa	13,0	34	4,5	8	17,5	Democracy & Human Rights
CRDA	17,0	28	6,0	21	23,0	Reproductive Health; HIV/AIDS; Environment
NEWA	7,5	17	2,6	20	10,1	Gender & FGM
CORHA	7,5	6	2,6	4	10,1	Reproductive Health; HIV/AIDS
JeCCDO	6,0	8	2,1	8	8,1	Child Rights
SLUF	7,5	13	2,6	7	10,1	Environment
Pact	17,0	21	6,0	27	23,0	Gender & FGM; Child Rights; Environment
Pathfinder	31,0	23	10,0	23	41,0	Reproductive Health; HIV/AIDS
SCDK	8,5	5	3,0	5	11,5	Child Rights
	115,0	**155**	**39,4**	**123**	**154,4**	

Source: Swedish Embassy, Ethiopia, March 2008

The capacity assessment of the nine selected SUOs, carried out before Sida signed agreements with them, showed that except for NEWA and CORHA and to a certain extent SLUF all the organisations had a proven track record in administering grant programmes. Because of problems in getting registered as a network CORHA funds had previously been managed through Pathfinder International. The assessment found that CORHA in 2004 was still in an embryonic stage and had very little experience in administering sub-grants. NEWA at the time of the assessment was hardly a couple of years old and with its management structure under development had practically no project implementation experience.

In order to counter for the inexperience of NEWA, CORHA and SLUF a twinning arrangement was organised between NEWA and PACT, CORHA and Pathfinder, SLUF and CRDA. Furthermore, the two child rights focused organisations JeCCDO and SCD agreed to cooperate to avoid overlap and exchange of best practices.

2.3   Alignment with Ethiopia's Key Policies

An important feature of the programme was to align with Ethiopian policies. The GOE's "Plan for Accelerated and Sustained Development to End Poverty" (PASDEP) succeeded its previous plan, SDPRP, in August 2006. During the preparation process civil society organisations and other partners were consulted twice. Poverty Action Network of civil society in Ethiopia (PANE), formed by a group of CSOs to interact with the Government in the PRSP process, CRDA and the Chamber of Commerce reviewed and reacted to the PASDEP draft on behalf of the CSOs.

> *If poor people are to influence their own living conditions and break out of poverty, their right to organise must be protected.*
>
> *Source: Sida's support to civil society in development cooperation, Policy, 2007:4*

Although PASDEP does not contain many lines about civil society, it is clear that the Government considers civil society to play an important role in Ethiopia's poverty reduction efforts. PASDEP assumes active involvement of CSOs/NGOs in reaching its stated poverty reduction goals.

In relation to implementation of the food security programme PASDEP sees CSOs and NGOs as having an important – even critical – role in reaching the very poor and vulnerable households[3] at woreda level in households, which the local government systems have problems in reaching because of their limited capacity.

The critical role of the civil society and private sector is underlined when looking at the PASDEP budget where 33% and 56% of the costs of the education and health sectors are expected to be covered by private, NGO and community actors, if the MDGs are to be achieved. In order to make this happen an all inclusive capacity building effort is considered to be needed at all levels of government as well as in the private and civil society sector.

Regarding civil society's role within governance and human rights, PASDEP is focusing solely on the role of membership-based CSOs. These are seen as important actors in promoting good governance, human rights, and development of democratic institutions as the new planned decentralised structures evolve. Participatory structures for planning, monitoring and review are to be established at the *woreda* and *kebele* level and local officials and stakeholders at the kebele level will be trained in grassroots participatory and consultative processes [4].

The Sida supported CSO/NGO cooperation programme fits into the general intentions of the PASDEP and with other key policies. The team was made to understand that the programme was in sync with Ethiopia's environmental policies, but the ET did not have a chance to study these policies.

The ET observed that the programme does not, as foreseen, report annually on how it contributes to poverty reduction. The argument given to the team was, that this is integral in the current reporting. The team acknowledges that the majority of people reached by the programme belong to excluded and marginalised groups of poor women, men, youth and children. But we think that explicit reporting will sharpen the programme's attention to how it contributes or could better contribute to poverty reduction/well-being creation, and *recommend* that this is done in future.

Since there is a link between poverty/well-being and all the themes addressed by the programme – e.g. between poverty, human rights and governance, SRHR including HIV/AIDS, women's and children's rights and fight against harmful practices, and environmental protection – future reporting should attempt to integrate these into the programme's annual poverty reduction reporting.

2.3.1   CSOs and Government at Federal level

Apparently the Government has no clear policy on NGO cooperation. A new NGO bill to replace the old one from the 1960s has been in the pipeline for a long while. A new draft, which is assumed to come from the Government, can be found on the internet and has raised some discussion. But since the status and origin of the document could not be verified, the ET will refrain from commenting on its content

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[3] Households consisting of elderly, disabled, PLWHAs, and OVCs.
[4] PASDEP page 185.

and possible implications.

The climate between the Federal Government and the CSOs was strained in the aftermath of the 2005 election and even today it is difficult to pinpoint mechanisms for dialogue between the CSOs/NGOs and Government. But the ET understands that the CSO community has established a 15-member task force group to dialogue with the Government on new legislation and other key issues. The ET was informed that in October 2007 for the first time after 2005 178 NGOs were gathered in a conference to discuss a common strategy on how to influence the coming NGO law. The Team was not able to verify the outcome of recommendations from the conference which were presumably directed to Government.

Objective

In its operation Sida shall aspire to promote the development of a vibrant and democratic civil society that improves the possibilities for poor people to improve their living conditions.

Source: Sida's support to civil society in development cooperation, Policy, 2007:4

Concerns can be raised about disjunction between the Ethiopian Government and the objective of promoting a vibrant, diverse and democratic civil society. It is to be hoped that constructive dialogue will soon be established and clarification be reached on what in many other respects seem to be common goals of development and poverty reduction.

This evaluation has focussed solely on the CSO/NGO cooperation programme and has not assessed synergies between the programme and CSO work in sector programmes or in cross-cutting areas. However, it is important to avoid that the programme becomes 'self-sufficient' and inward-looking, and it is recommended that attention is paid to the linkages and synergies with such other CS activities, e.g. in sectors and cross-cutting areas to be supported by Sweden in the forthcoming country cooperation.

2.3.2   CSOs and Government at regional and local level

In general, cooperation between the implementing NGOs and local government institutions at *woreda* and *kebele* level was reported as good by the visited organisations and some were seeing the more cooperative attitude as a result of the Government's decentralisation policy. The local government officials interviewed on their side acknowledged the need for the services provided by the NGOs due to local administrations' limited access to resources. The *woreda* and *kebele* administrations are happily accepting the resources the NGOs are bringing to their area. Many *woredas* are providing support in the form of land for building construction, typically for health post and schools they agree to take over when projects terminate. It was also common that technical staff of *woreda* sector departments were acting as trainers in NGO projects. *Woreda* and *kebele* officials also willingly participate in project steering committees and in training offered by the NGOs. Further, the *woreda* administrations seemed to be monitoring project activities closely and the officials the ET met were all well informed about the projects. However, the high staff turn-over at *woreda* and *kebele* level, which often led to vacancy of positions, was seen as a major problem by most of the CSOs. They were using considerable resources to keep the local administrations informed about previous commitments to avoid delays in project implementation.

It was the ET's clear impression that the local government officials saw the NGOs as needed service provider gap fillers, since local government and community resources for the types of services provided through the programme are meagre or non existent. The *woreda* and *kebele* administrations need the resources and activities the NGOs are bringing to their areas and have an interest in being cooperative towards them.

The working relationship between the NGOs and Local Government is in some cases formalised in joint advisory committees but varies between active engagement in monitoring by LGs to cordial and in some cases passive relations. In the area of SRHR there are important examples of cooperation between Ministry of Health (MOH) and programme stakeholders, e.g. for developing training materials for CBRH and CHBC services and in mutual referral systems and occasional mutual staff training. The Government has also been willing to provide land for innovative environmental interventions and in some cases provided constructions.

It is a general conclusion that Government and the Sida-supported programme are cooperating on the service delivery side. However, an eye is kept on the CSOs' political, advocacy role. That the CSOs should be careful not to overstep their service provider role was expressed by a SG representative this way: "As long as the NGOs keep that role and stay on the right side of the invisible red line, they will not be facing any problems with the local government representatives".

It was a general opinion of the SUOs and SGs that their advocacy work necessarily has to be linked with the subject matter of their services – also amongst those engaged in promotion of Human Rights, Democracy and Good Governance. There is much scope for advocacy at local level in all the thematic areas of the programme, which relate to often culturally sensitive issues. There is a challenge in keeping the programme participants, local government and communities alert to the strengths of combining advocacy with service delivery, and we *recommend* that the programme addresses this issue explicitly.

2.4   Context of CSO Work in Ethiopia

There is no tradition for a national autonomous civil society in Ethiopia or for strong independent NGOs with own objectives and agendas and alternative or critical approaches to development issues. The traditional Ethiopian society was hierarchical in its decision-making structure, and the role of traditional local institutions, like e. g. religious organisations, has been to work within the given political context.

Since the fall of the Dergue in 1991, Ethiopia has seen economic and political liberalisations in very many areas. The role of the civil society and of national as well as international NGOs has increased tremendously. There is, however, still no clear legislation defining the identity, rights and obligations of NGOs and the lack of clear rules has weakened the role of NGOs in the civil society. A research paper from 2001[5] describes operations and roles of NGOs in the civil society as "rather tenuous".

Government representatives have on several occasions in the last decades expressed the view that NGOs, including international donors working through national NGOs, were necessary since the Government of Ethiopia lacked the overall capacity to fulfil development plans due to insufficient manpower and funding. The work of internationally-funded NGOs was necessary but should also be seen as a temporary solution. NGOs were and are basically seen as gap fillers.

While a traditional western perspective on the role of NGOs and the relationship between NGOs and government is that the autonomy of civil society organisations in relation to the state is a precondition for them to play their proper role in development, the Ethiopian Government has solely seen civil society organisations as implementers and facilitators of an agenda set by the Government, which itself represents the people.

The Government has also on occasion criticised NGOs for being self-centred, for being too un-coordinated, for working with too high overhead costs, and for having insufficient capacity in relation to the work they intend to do and limited determination to reach underserviced areas. The ET experienced similar sentiments expressed amongst ordinary Ethiopian citizens, who also observe that NGO initia-

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[5] Meheret Ayenew: The Social Dimensions of Poverty. Forum for Social Studies. Addis Ababa. June 2001.

tives in many woredas, if present at all, are ad hoc and short term in areas not necessarily prioritised by the communities.

NGOs have complained of complicated and unclear registration procedures and problems with obtaining work permits for international staff, and also of difficulties in obtaining land for premises and numerous other more bureaucratic issues.

The role and importance of the Ethiopian civil society supported by international NGOs have been growing in spite of these problems and of the different concepts and definitions of their roles. The core of the work has been service delivery, not least within the health and educational sectors, but gradually it has also become possible to involve NGOs more and more in rights based advocacy within areas where there has been full agreement between objectives of civil society organisations and the Government. This is e. g. the case when it comes to the fight against "traditional harmful practises" such as early marriage, female circumcision and girls rights to education. In these and a number of other areas it has been possible for modern civil society organisations to work with local government and traditional village structures and institutions in efforts to implement rights strongly supported by government policies.

The role of the civil society and cooperation with the government structure – not least at local and regional level – have been strengthened as a consequence of such activities. The agenda has also been broadened to include rights-based approaches and much more than traditional service delivery.

When the Swedish supported CSO/NGO Co-operation Programme was established in 2004, the civil society and the NGO community were characterized by a feeling of being allowed to play a gradually bigger role in development in a society which was moving towards further liberalisation.

National and international NGOs did also play active roles before the 2005 parliamentary election, and there was a general national feeling that this election was the most democratic in the history of Ethiopia. The picture changed after the election when the government cracked down on representatives from the opposition and also upon some NGOs. Critical NGOs were accused of being part of the opposition, and it became very clear that a great number of NGO activities within areas such as good governance, certain human rights issues, advocacy for policy changes and policy reviews etc. were now again extremely controversial and could result in bans on NGOs and arrest of NGO activists. 2005 resulted in a serious setback in the role of the civil society in Ethiopia.

There are embryonic signs that a climate can be established for demystifying suspicion against civil society's role in development and the ET encourages and *recommends* all such attempts to be actively pursued.

2.5 The Paris Declaration and Donor Initiatives for Civil Society Support in Ethiopia

The Paris Declaration on Aid Effectiveness agreed to by the international community in 2005 has among others resulted in a wish among the Nordic+ group of donors[6] to improve their assistance to civil society in accordance with the principles laid out in the Declaration. While the five principles[7] of the Paris Declaration are supposed to be applied for all development aid, the Nordic+ donors are discussing to include additional principles for their civil society support. The principles under discussion are the OECD-DAC Principles for Engagement in Fragile States and what has been called the "good

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[6]   Canada, Finland, Ireland, Norway, Sweden and the UK

[7]   The 5 principles include; National Ownership; Alignment; Donor Harmonisation; Managing for Results; and Mutual Accountability

donorship" principles, which have been developed and suggested in a study done for the donor community in Tanzania[8] in May 2007. (See Annex 6 for Principles of donor support to CS).

Further, the Nordic+ donors want to add yet another dimension to their civil society support by promoting the existence of a diverse and vibrant democratic civil society as an end goal in itself. In sum donors' civil society support are to address two objectives: One concerning aid effectiveness; and the other targeting promotion of a vibrant, diverse, democratic civil society.

Based on a study carried out in 2007 in 5 countries (Scanteam 2007) the Nordic+ donors have adopted the following temporary conclusions for implementation in 2008:

- Increase core/programme support, joint support and indirect support/use of intermediaries while upholding requirements for mutual accountability, results achievement and transparency.

- Increase donor coordination of country-based support to civil society in the South.

- Utilize existing aid effectiveness principles. Paris Declaration; OECD/DAC's criteria for work in fragile states and situations; Principles of Good Donorship – basis for country-based discussions to strengthen relations and dialogue between MFA/headquarters/Embassies and civil society.

- Operationalise the diversity principle through greater outreach and accessibility, in close dialogue with representatives of civil society.

- Include risk analysis and management as a central component throughout all phases of country-based support for civil society in the South.

- Select two or three countries in which to increase their core/programme support, joint support and/or use of intermediaries.

Sweden has with the CSO/NGO Co-Operation Programme 2004/05–2006/07 already taken the first steps in line with the above conclusions in terms of: Country based support; use of intermediaries, national ownership, greater outreach and accessibility. More can undoubtedly be done but it has to be suited to the Ethiopian context.

A number of initiatives have since 2005 emerged to support civil society in Ethiopia in a more effective and coherent way by using different modalities. In order to avoid too high transaction costs and to create a platform for a more systematic dialogue and cooperation between the donor community, the civil society and government two new funding modalities have been started besides the Sida grant mechanism, and one is under preparation (Sections 2.5.1–2.5.3).

2.5.1   The EC Civil Society Fund
European Commission Civil Society Fund (CSF) in Ethiopia is a result of the 2002 Cotonou Africa-Caribbean-Pacific Partnership Agreement, which makes a specific provision for the involvement of civil society in the development and implementation of European Union strategies and programmes. The purpose of CSF is to increase and improve non-state actor (NSA) dialogue with their constituency, with the Ethiopian Government and amongst themselves, in addition to increase non-state actors' capacity to play their role in the national development process aiming at promoting a stable and democratic political environment.

The results of the programme is intended to be:
- Increased capacity of Ethiopian NSAs to engage in the development and democratisation process;
- Strengthened independence and self-sufficiency of NSAs;

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[8] Acumenta:"Guidelines for Civil Society Support". Final Draft. Anders Ingelstam and Cecilia Karlstedt, Dar es Salaam, May 2007.

- Improved coordination and networking amongst NSAs;
- More effective and efficient delivery of services in the government area;
- Greater capacity to dialogue with Government and the European Commission on the implementation of the Country Support Strategy as part of a more extensive and productive dialogue between NSAs and Government authorities and also between NSAs and their constituencies.

A separate Technical Assistance Unit (TAU) has been established by the EC to manage the day-to-day business of the fund. The TAU is staffed with a Programme Manager, Deputy Programme Manager, Finance & Grants Officer, Project Officer and an Office Manager. A Programme Steering Committee (PSC) consisting of representatives of the EU, the Ethiopian Government and the Ethiopian Civil Society guides the CSF management. The PSC is chaired by the Ministry of Finance.

The CSF is encouraging the NSAs to make use of partnerships and organise in consortiums when applying for funds. So far the CSF had signed 16 contracts involving about 98 NSAs.

According to the rules of the EU the EC cannot operate through intermediaries but only through direct funding.

2.5.2 The World Bank Protecting Basic Services (PBS)

The PBS is a three-year programme 2006–2008 comprising of four components; (i) protect the delivery of basic services; (ii) deliver more effective basic health services; (iii) improve government systems of transparency and accountability; and (iv) promote social accountability.

Component four targets civil society and is about providing support to citizens' ability and capacity to express themselves and to articulate their views or concerns in the context of decentralised service delivery, especially in connection with budget processes.

The total budget for component four is USD 12 million funded by World Bank, DFID and CIDA through a trust fund managed by a WB contracted external management agency (GTZ International and the Centre for Development Consulting). The execution of the trust fund is guided by a Steering Committee with representation of four NGO network organisations, the Ministry of Finance and Economic Development, the European Commission and CIDA. The Trust Fund will support capacity building for, and piloting of, selected large-scale pilot initiatives aimed at strengthening citizens voice and enhancing accountability of public sector service providers to citizens. These pilot initiatives will be implemented by CSOs. The component will also work to build demand-side pressure for accountability of the public budgeting process and will build capacity of citizens to engage in the public budget process.

2.5.3 The Multi Donor Civil Society Support Programme (CCSP) Fund

A number of the Nordic+ donors have now for a while been discussing setting up a joint donor funding modality for civil society support in Ethiopia. The initiative has its off spring in the DAG donor group and was in the beginning lead by the UNDP and included the Government. As the Government later decided to withdraw UNDP was forced to do the same. The initiative, however, has been carried forward by a group of likeminded donors including Irish Aid (lead), CIDA, DFID, and the Netherlands. The design process is nearly complete and the programme is expected to be launched in July/August 2008, after recruitment of a management agent.

The CSSP will be a multi-donor decentralised fund for support to CSOs on a competitive and needs-based basis and the overall objectives will be to improve governance, rights and democratisation, promote dialogue and partnership, support innovation in service delivery – and empower civil society to participate in development and democratisation processes at all levels[9].

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[9] Civil Society Support Programme – CSSP Information Note (February 2008)

The programme will have four focus areas:

1) Support to strengthening CSO capacity in policy research and dialogue that aims at promoting a more inclusive, effective and sustained dialogue and partnerships between civil society and local government;

2) Support to gender-sensitive initiatives in the fields of good governance, rights, peace building and democratisation;

3) CSO capacity building for networking, coalition building and development of ethical practices;

4) Demand-side work on the enabling environment for CSOs.

The CSSP thus emphasises promotion of a diverse and vibrant democratic civil society as a means to achieve both poverty reduction and democratisation. Outreach to disadvantaged and underserviced population groups and regions will be a major focus along with a greater emphasis on policy research, advocacy and dialogue by CSOs. This is intended to be followed by significant investment in capacity building of CSOs.

Funding of the CSOs is planned to be offered on a competitive and needs-assessments basis through four windows or modalities:

- *Block Grants* – provision of sub-grants through intermediary organisations with strong emphasis on outreach to underserved regions and disadvantaged population groups.

- *Project Grants* – direct to CSOs for implementation of projects contributing to CSSP objectives.

- *Core Grants* to CSOs with a proven track record and capacity for implementation of strategic programmes supporting achievement of CSSP objectives.

- *Capacity building grants* aiming at enhancing CSOs' capacity for partnership, networking, coalition building, and promoting ethical practices.

The fund will be managed by an independent management agent/set-up attached to a lead donor, and with an oversight body/Advisory Board consisting of lead donors and a multi-disciplinary Steering Committee of experts in charge of quality assurance.

The different grant modalities embedded in the CSSP make it possible for the donors to enter into different kinds of partnerships with the CSOs and provide them with the support, which conform to their needs when taking their type, maturity, and mission and vision into consideration. Further, the envisaged programme has the potential to provide a platform for dialogue between the civil society in Ethiopia, GOE and the donor community.

2.5.4 Implications and opportunities for Sida's CSO support

Of the three initiatives for donor support to civil society there are interesting perspectives in the anticipated, forthcoming CSSP, which could accommodate Swedish cooperation priorities with Ethiopia that the two other modalities do not equally fulfil. What the Swedish priorities will be in the future are not known at the moment of writing in April 2008. But anticipating there will be continued support for civil society in Ethiopia, and given the shortly forthcoming 'transition' to a possible new phase, two scenarios stand out: 1) A continuation of the Swedish-supported umbrella modality on its own with necessary adjustments, or 2) an integration of the umbrella model with that of other 'likeminded' donors.

If Civil Society support in Ethiopia is to benefit fully from the lessons learnt and experiences gained through the umbrella model, the CSSP model with its four support modalities opens up for a possible integration of the Sida umbrella model under the "Block Grants" window, which operates with sub-grants through intermediary organisations. Further, the total set of modalities under the CSSP also makes it possible to respond to different needs and situations of the CSOs, while at the same time it has the potential to provide a platform for a structured dialogue between the CSOs, the contributing

donors and the government on strategies and achievements of the CSO support. The CSSP model intends to go beyond harmonising donor support to engage with government in substantive dialogue at higher level.

If Sida intends to consider alternative modalities at some point in the future, the umbrella model seems to tally with many elements of the CSSP. It must be recalled, however, that the CSSP is a programme still in the making, while the Sida supported umbrella model is up and running. It should be avoided that momentum is lost by changing track towards programmes which like the EC Civil Society Fund and the WB PBS apply more bureaucratic procedures than the Swedish-supported programme. The objectives also diverge, while it seems that the Sida programme objectives tally better with the CSSP.

It is *recommended* that the umbrella model is retained in the shorter run. Sida should, however, keep updated on the developments of the CSSP initiative with a view to a possible amalgamation at an optimal time. A larger, joint donor modality will better provide for strategic dialogue between donors and civil society, and between these and the Government. It provides comparative advantages to establish common procedures for SG screening, selection and complaints mechanisms, priority setting, implementation, monitoring and evaluation etc., and helps to avoid a likely future competition between programmes. It is *recommended* that Sida considers whether and when to join the forthcoming CSSP.

3 SUO Management

3.1 Programme Management

Sida and the nine umbrella organisations have signed a framework agreement (2004), which specifies the general management framework for the SUO model. In addition, separate agreements have been signed between Sida and the respective SUOs based on Sida-approved project documents. In the framework agreement the SUOs are obliged to contribute to the goals and priorities of the Sida co-operation programme by allocating funds to a number of sub grantees in accordance with the individual agreements they have signed with Sida.

Contractual agreements are signed at three levels. The first level involves the government and Sida in the context of the Swedish Country Assistance Programme. The second level involves separate contracts between Sida and each of the SUOs and the third operational level comprises a tri-partite agreement between the SUO, the SG and the local government body(ies) at zonal or woreda level (including relevant sector offices).

The framework agreement establishes the Sida programme's thematic areas which are further detailed in the individual SUO agreements since an agreement can contain more than one theme.

The framework agreement as a guiding principle specifies harmonisation of procedures, requirements and reporting systems, but until that happens the SUOs are asked to make use of their own systems and reporting formats (see section 3.5).

The framework agreement further stipulates:
• Sida disbursement of funds will take place based on approved annual work plans and budgets.
• SUOs are obliged to abide by a jointly formulated and agreed minimum set of selection criteria for selection of projects and implementation partners.
• Sida besides providing funds to the SUOs oblige itself to participate in joint reviews of the co-

operation programme and comment on the SUOs' reviews, programming, appraisals and monitoring and evaluation.

- An Advisory Panel will monitor the progress and suggest adjustments, if necessary.
- Release of funds will be done six monthly depending on an advisory panel's approval.

The stipulated selection criteria for projects and partners have generally been followed and likewise disbursement of funds based on approved annual work plans and budgets. However, exemptions and adjustments to the remaining requirements have been necessary, as the defunct Advisory Panel (see section 3.2) has placed a larger burden on Sida's/Swedish Embassy's part-time internal programme coordinator. Despite the overall positive assessment of the coordinator's participation, feed back on SUO reports and direct Sida participation in joint reviews have been less intensive than anticipated and requested by the SUOs and by some of the SGs who are familiar with Sida. Generally, administrative procedures have been decentralised to the SUOs, though monthly meetings between the Sida programme coordinator are used to share management and administration experience.

3.2   An Advisory Panel

An Advisory Panel (AP) was envisaged to be established to serve as a monitoring and quality assurance mechanism and assist Sida in programme decision making. The AP was planned to consist of persons with technical insight into the five chosen thematic areas, supported by a contracted technical secretariat. The panel members were supposed to be responsible for the following tasks:

- Assess and approve sub grantee selection criteria.
- Review and discuss resource allocation, fund disbursement and monitoring and financial reports.
- Reflect on problems encountered and recommend possible solutions.
- Oversee the overall performance of the programme.

The Advisory Panel was, however, never established. According to the responsible Sida Programme Officer at the Swedish Embassy in Addis Ababa, members of the Panel were identified but never started to work due to adverse circumstances. In order not to delay commencement Sida abandoned the idea of an Advisory Panel. The only remaining monitoring instrument left was the secretariat, which a local consultancy company CDC was contracted to take care of. However, no Terms of Reference were developed for its functioning. In practise the secretariat's function was reduced to making basic compilations and summaries of the SUOs' quarterly and annual progress reports and organisation of the monthly review meetings between Sida and the SUOs. It never played a pro-active role. – The analytical services were by and large lost in the process.

The Mid-Term Review (MTR) noted that although the responsibilities and duties of the AP were still relevant and required, it was of the opinion that the AP most likely would have made the programme less flexible – a viewpoint which has been supported by the SUO representatives interviewed by the ET. They put forward the argument that the AP would have provided the programme with an additional decision-making layer, which most likely would have slowed down decision making and caused delays in implementation. In order to cope with the loss of analytic and systematic reflexion and strengthen monitoring the MTR instead proposed setting up of a monitoring and quality assurance group (see section 3.5); a recommendation that Sida did not adopt.

3.3   Selection of SGs

Basic criteria for selection of the SGs were embedded in the framework and separate agreements between Sida and the SUOs. However, as no uniform process and procedures were developed for the selection process, the SUOs made their own. (Select examples only below. More information on SG selection criteria and mechanisms is given by each SUO in Annex 2b).

The *basic selection criteria*, which were followed by all SUOs included:

- Local organisation with legal status;
- Established governance and management systems;
- Sufficient project and management skills;
- Experience in thematic area;
- Support and participation by community;
- Not receiving other Sida funding.

All SUOs formed a selection committee and while some only included staff and board members others included external people as well as relevant government officials, e.g. from the health sector (PI-E and CORHA) and representatives from other civil society organisations (SLUF).

The *application processes* was organised as a stepwise process in nearly all organisations and detailed application procedures developed. No standard set of procedures were followed. After public announcement through different media with a large national coverage, each applicant was asked to fill in a format containing information about the organisation along with a project concept paper. A screening process determined eligible organisations for funding and the applicants were asked to produce a project proposal after pre-determined guidelines attached with a log-frame. That part of the process took longer time than anticipated as many of the selected organisations did not possess adequate technical project design skills which were then provided by the SUOs. Some, PI-E for example, appointed a specific Programme Officer to work with each of the selected sub grantees to improve project proposals. It also gave high score to proposals with large population coverage and which focused on adolescents, rural communities and CBOs.

Pact followed a four-phased partner selection process. First phase included selection of six NGOs from among current and past partners in order to be able to start project activities immediately. Second phase included some organisations to pilot a new women's empowerment programme (WORTH) in selected regions. Pact provided technical support to development of proposals. In the third phase six organisations were selected through a public announcement and in phase four eight were selected through a competitive solicitation process.

IA has operated with both a yearly call for projects and with accepting unsolicited proposals. Contrary to the other SUOs, grants have been allocated for one time project activities along with a few multi year funded projects. Altogether IA has supported 58 'projects' with budgets between ETB 7,000 and ETB 880,000; a support which has included leadership development of business associations[10]. The other SUOs have only funded multi year, 2–3 years projects, through SGs in the period 2004–2007 and consequently fewer in number and higher budgets (refer to table 1 section 2.2).

The SUOs mostly used local newspapers for *announcements of applications* to the programme. However, newspaper coverage especially in remote areas is limited and despite the intention to have partners from remote and underserved areas this method of communication may have reduced the number of potential SG partners. It is evident there are few NGOs in remote areas where population density is also low. The programme has managed to include SGs working with vulnerable groups and communities in Afar, Benishangul, South Omo and other remote places. The programme stipulates that it should be possible for any sort of organized group in the community to work as partners. Youth Clubs, CBOs and infant NGOs supported in the programme, some to become SG partners, bear witness that there are potential groups all over. In search of such potential partners, the ET *recommends* SUOs to post future announcement to the woreda administration office to create better access to the information.

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[10] IA's self-evaluation report 2008

Secondly to apply special methods to reach further into underserviced areas both with environmental and health-related and HIV/AIDS prevention initiatives.

Further outreach also requires simplification of the criteria and making the application procedures friendly to less organized local groups so that no one will refrain from applying. This way, SUOs could be able to line up potential partners to support in phases: graduate the stronger ones and absorb the weak ones and reach the underserved and un-reached areas. In this process, the focus is to create, enable and capacitate more and more CSOs.

According to the figures available to the ET, 155 SGs have been supported by the nine SUOs. As the examples above indicate the types, age and maturity of the organisations selected for support differ. Those supported can be divided into the following *four categories of SGs:*

• Grassroots associations – never registered as NGOs prior to Sida funding – helped by SUO to register and access Sida funds (e.g. four youth clubs promoted to NGOs).

• CSOs whose first ever grant to manage was from Sida via SUO (e.g. PPRO, GFE, CDA).

• CSOs already existing and operational prior to Sida funding – but launching a new project in a new geographical area not reached before (e.g. HUNDEE, AGOHELD, Chesire).

• CSOs which used Sida funds to continue and intensify the same intervention in the same area (e.g. CHAD-ET, Tilla, FSCE).

In terms of risk taking the umbrella organisations can roughly be divided into *two types of SUOs:* (i) SUOs that took more risk in bringing infant CSOs (CSOs in category 1 and 2 above) as partners to connect with hitherto unreached areas and vulnerable groups such as PACT, PI-E, CRDA, NEWA and IA and; (ii) SUOs that continued working with existing well-established partners with a proven track record (CSOs in category 3 and 4 above) like CORHA, JeCCDO, SCD and SLUF.

The different types of supported SGs thus reflect the diversity of the CSO sector in Ethiopia and the experience and resources of the SUOs. It is the impression of the ET that the selection of organisations and projects has been by and large well managed by the SUOs. Support for one-time events can be questioned, if such events are not followed up and the possible effects discussed and reflected on. IA in particular has given support for short, one-time events, but these have been justified as targeting timely, topical issues, – including advocacy issues around the 2005 election – and in agreement with Sida.

The ET has come across *comments about favouritism* in the SUOs' selection of SGs that for instance grants were only given to members of own network. Time did not permit the ET to explore possible favouritism nor comments on missing complaint mechanisms. The ET agrees that any selection process involving much preparation work and competition for resources should have a complaint mechanism, and the ET understands that some of the SUOs have set up mechanisms for complaint handling. But the number of complaints and adequacy of procedures could not be verified by the ET. It is *recommended* that a *complaint mechanism* is established. This will be in line with the programme's Rights Based Approach and ensure transparency in selection of SGs. Ideally an 'ombudsman' institution resides outside a particular programme, but for a start the ET believes complaints can be handled by the programme itself, by say three representatives from across the programme. It is evident that a larger programme such as the CSSP discussed later has better scope for a neutral, external complaint mechanism.

In general the ET can confirm the impression of the MTR that proper management systems are in place in the SUOs. There is a growing concern, however, in some of the SUOs over *'institutional memory loss'* due to difficulties in retaining programme support staff and in particular the programme coordinator post. This may be related to the uncertainty about continuation of support for the programme and the feeling of job insecurity.

As the programme has now reached a point where decisions must be taken on how to continue in a possible new phase, it is *recommended* that the selection criteria of SGs are retained but reviewed in regard to length of eligible support to a particular SG, and its ability to retain/recruit qualified staff, and criteria for SGs in particularly vulnerable areas.

3.4 Capacity Building

Amongst the responsibilities of the SUOs in the programme is to:

> "Prepare plans and implement capacity building activities to ensure sufficient availability of qualified local personnel, financial and other resources in their own organisations as well as in sub-grantee organisations that may be required for the successful implementation of the cooperation programme". (MOU 2004:5)

Without exhausting all meanings of *capacity/capacity building* used in the programme, CB is used to mean: Knowledge, skills and capabilities (managerial/financial/technical/thematic); needs assessment, preparation of manuals and training materials; staff training and courses (long term/formal and informal); exchange visits; meetings of any kind between programme involved stakeholders (staff) and with external stakeholders (communities, local government); 'infrastructure' which facilitates all the above such as IT, transport, buildings.

When 'capacity building' (CB) is set against the major objectives of the cooperation programme – without exhausting all dimensions – it encompasses as diverse activities as: CSOs' active involvement in *poverty reduction*, in *empowerment* of civil society to engage in *advocacy* and *dialogue* with Government on *governance* and *human rights* issues. In addition capacities in grant management and financial management are required whether in environmental, health, rights, or HIV/AIDS-related interventions.

The SUOs have been selected on the assumption – after assessment – that they have the required capacity within the diverse subject areas to take on a supervisory partnership role towards sub grantees. For successful capacity building to take place – internally within the SUOs and externally in the SGs – and within the stipulated budget allocation of 12 per cent of the total Sida grant for each SUO, it is obvious that priorities have to be made about which topics to cover and to what depth.

The process for deciding on which CB activities to conduct did not become very clear to the ET. Various CB activities are included in the annual work plans, but appear as ad hoc activities and not as longer term prioritised CB plans. The ET acknowledges that the organisational capacity assessments and needs assessments undertaken by the SUOs of 'their' SGs include a variety of relevant activities which can be categorised as CB activities under the current all-encompassing interpretation of CB in the programme.

SUOs, who define themselves as capacity development organisations, e.g. Pact, have been instrumental in bringing up the challenge of defining and operationalising CB in a joint SUO workshop. Such initiatives are in line with the aim of sharing experience within the programme. Due to its complexity – yet centrality – the ET *recommends* that the topic of CB becomes a recurrent issue of clarification, operationalisation and monitoring at all levels in the programme.

3.4.1 Internal capacity building

Internal capacity building refers to the SUO's own internal capacity building activities aiming to increase organisational efficiency and effectiveness. This is reflected in staff attending various planning/management/financial management courses from very short events (1 day) to longer duration (weeks). All SUOs have at least one staff member specifically dedicated to the Sida supported programme, and 'capacity building' in some organisations is interwoven with staff-development/CB that cuts across the SUO's different engagements and programmes for understandable reasons.

A clear picture of the CB activities and results cannot be painted. It is evident that the SUOs have different interpretation of capacity building activities. An example of this is the information on types of internal capacity building activities for 2007 provided by the SUOs (see annex 2b):

NEWA includes expenses for recruitment, office furniture and equipment along with its running costs as capacity building. Pathfinder limits itself to include expenses for staff employment and transportation means. CORHA includes project staff salaries and benefits along with training and materials, while SLUF, Pact, SCD and JeCCDO include staff training, training materials, experience sharing and exposure and exchange visits.

Only a few of the SUOs are able to provide specific information on their CB spending. In this connection it should be noted that no specific guidelines have been developed on what to include in spending on capacity building.

The MTR did notice the different interpretation of "capacity building" and the wide range of activities carried out in its name. It therefore suggested that Sida should organise a workshop to get a common understanding. The workshop was carried out in 2007, but follow-up would be needed.

The concept "capacity" is so wide and so vague that the centrality of capacity/capacity building in the Programme needs clarification; capacity of *whom,* to do *what,* under *which circumstances,* and *how* to be accomplished. The *recommendation* should take into consideration the perspectives of CB mentioned below and in the section above.

The opportunities for more exchange and sharing of experience between the SUOs, in the area of CB, are not likely to be fully exploited until CB is interpreted wider than CB for organisational management efficiency to incorporate the *thematic areas* and the crossing perspectives of a *rights-based approach, empowerment and participation.* There is no explicit evidence, for example, that the SUOs/SGs have strengthened their capacity to work with a rights perspective beyond their capacity before the programme was initiated.

These issues are also relevant in relation to SUOs' involvement in external capacity building.

3.4.2 External capacity building

External capacity building activities have focused on staff training and courses; workshops on thematic issues, exchange visits, mentoring and supervision on project management. In all SUOs a Sida funded programme coordinator in the SUOs has been the focal point for the SGs. It seems to have worked well, but it was also clear that in particular some of the SUOs had underestimated the amount of work in relation to monitoring and follow up.

Many SGs at the early assessment showed to have a low technical capacity for project management and therefore much mentoring and support in particular in the beginning of the project period was needed from the SUOs. Staff turnover both in SUOs and in SGs is reported by SUO representatives to be a major problem. Institutional memory is at risk of being lost and affecting project implementation.

The SGs visited by the ET all acknowledged the support provided by the SUOs. Many of the SGs appreciated the experience sharing and visits to other SG projects as very useful. SGs funded through one of the big umbrella organisations also benefitted form workshops and trainings for other members of the network. However, the ET got no evidence of training or exchange visits across the umbrellas have taken place.

In general there seems to be limited monitoring and follow up on *what works better* in capacity building. Reporting from SUOs/SGs is still mainly about the activities undertaken and not about the outcomes. It is *recommended* that more systematic lessons on good CB practices are continuously collected and shared.

3.5   M&E Mechanisms, QA and Institutionalising Lessons Learnt

The new umbrella modality for Swedish CS support in Ethiopia and the considerable funding allocated for the three-year period prompted a significant concern from the outset for monitoring the implementation of the co-operation programme. However, most of the monitoring functions have not materialised.

Initial thoughts concerning benchmarks, LFA and indicators and procedures for monitoring, evaluation and resource management were spelled out in the Summary of Assessment Memoranda of 2004. Monitoring would be based on:

> "A programme LFA-matrix to summarise the SUOs' intervention logic and M&E systems. The programme LFA will serve as the basis for aggregated reports on output and outcome achievements. It will be necessary to identify impact indicators and baseline data for the whole programme, including (process) indicators on democratisation, pluralism and human rights" (2004:15–16)

These monitoring elements were to be operationalised with assistance from the Advisory Panel. As the Advisory Panel did not materialise the programme became a lot more *decentralised* than what was planned. In reality several of the tasks relating to M&E have been shared between the SUOs and Sida with a little support from the CDC. This was observed already in the Mid Term Review (2006:16), which in consequence recommended that a Monitoring & Quality Group (MQG) be established. The MQG would support Sida in the coordination and follow up of the programme and thus fulfil many of the functions originally intended for the Advisory Panel, such as support for monitoring of outputs and outcomes and of financial systems.

In retrospect it must be concluded that the demand for the MQG was not very strong. A good day-to-day working relationship had developed between the nine SUOs and Sida's programme coordinator, who continued to obtain minimal consultancy support from CDC. In the absence of an AP or the Monitoring and Quality Group, what was lacking in terms of overview of thematic outcomes and regional outreach was perhaps compensated for by an unexpected fast learning process by the SUOs and Sida's programme coordinator themselves. The absence of an overall management group contributed to enhance the intended ownership of the programme by the SUOs, who developed or adjusted monitoring instruments already applied and in accordance with their own capacity and needs. Some joint initiatives were taken to create a better overview of the geographical outreach, e.g. mapping[11] of the SGs/initiatives supported by each of the SUOs in Ethiopia, (with CRDA as the lead SUO/agency) (see map on page v).

In brief, what has resulted seems to be a monitoring system composed of rather bulky quarterly and annual progress reports on which only ad hoc action is taken. This is the case at SUO as well as SG level. Reports are mainly descriptive although 'challenges' are presented. A culture has developed in some organisations of establishing totally unrealistic targets of reaching millions of people, and uncritically reporting on these as if they have been fulfilled. The ET does not agree with the argument presented in project reports and in discussions with the ET that IEC activities – because they are about information and communication – will reach the average full population of hundreds of thousands in the targeted woredas. This may be so, but what is more important than the numerical outreach is to know something about the effects and outcomes of the interventions. To counter this discussion about outreach figures the ET *recommends* that monitoring be undertaken of effects and outcome with due consideration to attribution of these to different sources (See section 3.5.2).

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[11] The map illustrates that despite the good intentions for outreach to underserviced areas and groups, the Sida supported programme is concentrated in the better off regions, Oromia, Amhara, SSNPR and Addis Ababa. Within these regions the programme does seem to have a good outreach to disadvantaged and vulnerable groups.

On the positive side, the observations by the Evaluation Team point to interesting un-anticipated consequences in terms of learning and ownership by the major programme actors. A critical question is, however: For how long will this monitoring approach, which has more elements of ritual than of management information, work and be justified? Monitoring includes many aspects from output to outcomes, achievements, process and procedures, to identification of impact indicators and baseline data and financial management systems. Possible alternatives must be considered (see section 3.5.2).

3.5.1   Monitoring of SG initiatives

Procedures for financial and narrative progress reports by the SUOs were laid down from the beginning as key components of monitoring. A central role for the anticipated Advisory Panel was to help with the institutionalisation of lessons from the monitoring process. The SUO reporting would need to be based on monitoring of the SG initiatives since the raison d'être of the SUOs is to channel funds to SGs. At this level, monitoring procedures are formalised in Ethiopia as part of the regulations for registering NGOs.

To be registered as an NGO and be eligible to undertake projects, whether service delivery and/or advocacy work, NGOs must establish Project Advisory Committees (PAC). Relevant line ministry representatives at local level, kebele and/or woreda, and relevant community representatives participate in PACs not only as advisory bodies but also in monitoring. Indeed the formal requirements speak of community participation and provide a legal basis for including community/local stakeholders in CS activities. The ET met with a substantial number of local government representatives, and a few representatives of the Federal Government, who took their role in NGO/CBO monitoring very seriously. This was not least the case in connection with sensitive areas such as activities targeting the most vulnerable groups: People living with HIV/AIDS, street children and other sexually abused groups of girls and boys, – areas where the GOE and local government allocate very limited resources. The impression is, however, that local government participation in project monitoring varies considerably depending on resources and interest. In few cases only did we observe that lessons from the evaluated initiatives were institutionalised in local government take-over of activities except for ABEC and health posts.

The ET took note that many NGOs/IPOs rely on external consultants to undertake project evaluations and reporting. No doubt this can often be explained by limited staff capacity, but seen from the point of view of institutionalising lessons and strengthening institutional memory relying heavily on consultants is unfortunate. As a minimum it is *recommended* that selected staff participate (part time) in project evaluations.

3.5.2   Alternative monitoring modalities

It was pointed out to the ET over and over again that the reporting requirements – baseline studies, quarterly and annual progress reports, financial and audit reports, and terminal evaluations – in particular at SG level are felt to be overwhelming. Sometimes late reporting results in delays of financial transfers from SUOs to SGs since timely reporting and documentation of spending are prerequisites for new resource transfers.

A few SUOs have developed detailed reporting formats. SLUF for example has standardised narrative and financial reporting formats. Pathfinder and CORHA have developed standardised reporting formats, but the relevance of their formats is questioned by the organisations themselves. The explanation is partly a question of capability. For many, in particular smaller and less experienced NGOs, formats, including the LFA, are foreign and cumbersome. Some stakeholders with more of an external view of the Swedish model even question the relevance of programming and monitoring based on the Logical Framework Approach. Indeed, they see a contradiction between the rational, objectives-based cause-effect model and the reality and context of many embryonic NGOs. The contradiction is exacerbated by the objective of the programme, on the one hand to reach out and bring-up the weaker

NGOs and at the same time managing the programme according to narrow cause-effect assumptions and time-consuming reporting requirements. On the other hand, the critiques have not engaged in promoting alternative planning and monitoring models, except for a few initiatives in the area of Outcome Mapping which Hundee thinks of introducing. It is premature to draw lessons from the use of Outcome Mapping in the programme, but the ET *recommends* that the programme pays serious attention to the approach as a possible complementary, qualitative monitoring system. (For brief information about Outcome Mapping see box below). It is recognised that professional support to adjust OM to suit the programme will be required.

The ET recognises the contradictions which come out clearly in the substantial SG reporting requirements. As a consequence we propose that the programme considers alternative M&E devices, this whether the Swedish-supported umbrella modality continues on its own or is integrated with a joint-donor initiative. The idea is to strike a balance between a minimalistic, 'quantitative', results-oriented monitoring and 'qualitative', participatory outcome monitoring. Indeed the positive response from all nine umbrella organisations to the SWOT self-evaluation undertaken in connection with this evaluation suggests that the SUOs (with selected SGs) are highly motivated to apply participatory M&E approaches.

> *"Outcome Mapping focuses on one specific type of result: outcomes as behavioural change. Outcomes are defined as changes in the behaviour, relationships, activities, or action of the people, groups, and organisations with whom a programme works directly. These outcomes can be logically linked to a programme's activities, although they are not necessarily directly caused by them…. By using Outcome Mapping, a programme is not claiming the achievement of development* impacts; *rather the focus is on its contributions to* outcomes. *These outcomes, in turn, enhance the possibility of development impacts – but the relationship is not necessarily a direct one of cause and effect. …The complexity of the development process makes it extremely difficult to assess impact (especially for an external donor agency seeking* attribution). *Furthermore, focusing assessment on long-term development impacts does not necessarily provide the kind of information and feedback that programmes require to improve their performance. …. Outcome Mapping makes explicit something that has been accepted by development practitioners for a long time: the most successful programmes are those that devolve power and responsibility to endogenous actors…Many programmes can better plan for and assess their contributions to development by focusing on behaviour. This is particularly true for programmes that focus on* capacity building… *Outcome Mapping provides a method for development programmes to plan for and assess the capacities that they are helping to build in the people, groups, and organisations who will ultimately be responsible for improving the well-being of their communities…"* [12].

There is much scope for clarifying, operationalising and simplifying, what should go into the monitoring system. A number of modalities for innovative qualitative approaches are suggested for consideration forthwith:

1. *Self-evaluation models* as the SWOT applied in this CSO/NGO programme evaluation could be an annual monitoring event (See Annex 4). Procedures should be established for how to follow up on the SWOT issues and decisions be taken on which quantitative indicators should be included and reported on in M&E.

2. Oxfam UK, encourages the use of *five questions to guide reflections and 'impact' assessment:*
   • What key changes have happened in people's lives? How sustainable are they?
   • What changes in equity, in particular gender equity, are occurring at different levels?

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[12] From Participatory Planning Monitoring & Evaluation Resource Portal – Outcome Mapping. Wageningen UR.

- What has changed in the policies and practices, and ideas and beliefs of those institutions that affect the lives of people living in poverty?
- What has changed in the degree to which people living in poverty have participated in and taken control over programmes, processes and decisions that affect their lives?
- How cost-effective have we and others been in promoting the above changes?

The programme could use such simple questions which fit well into participatory self-assessments and can be conducted in focus groups by SGs/SUOs.

1) *Outcome Mapping (OM)* is particularly relevant for monitoring projects/activities with a focus on Capacity Building. (See Box above).

2) *Change Assessment and Scoring Tool (CAST),* like the semi-structured monitoring approach used for focus group discussions in this evaluation (See Annex 5), can be adjusted with pre-determined indicators/issues.

How empirical evidence can be collected for the different methods is not spelled out here, but guides are available in plenty. Attention is called to the need for professional guidance, which is already embedded in some of the SUOs/NGOs, and to possible utilisation of *research/twinning arrangements* (see below).

The participatory and qualitative M&E approaches mentioned do not attempt to replace results-based evaluation but have the advantage of assessing outcomes – something which the programme has not yet accomplished. Decisions on alternative M&E modalities will help to strike a balance between necessary control and transparency on one hand and 'ritualistic' reporting on the other. With too cumbersome reporting requirements the ET has observed that reporting tends to become ritualistic – for the sake of 'proving' rather than reporting for the sake of 'improving'.

The most relevant modality will depend on further examination than what is presented here and not least on the future position of the umbrella modality – as an independent or 'integrated' CS support programme. At the outset it is *recommended,* the programme could start by letting SUOs/SGs volunteer to test one or more of the participatory M&E methods. Lessons on these would then be relevant if and when the programme integrates into the CSSP at a later date.

In principle it should be avoided that too many different monitoring systems for CSO support are at work in the country to avoid double/triple reporting, when the individual SG is likely to be involved with several funding programmes. A *recommendation* is therefore that an M&E system for the umbrella modality should be developed with attention to the M&E systems already at work with the different Funds. Since the M&E system is vital for all programmes Sida may also initiate a dialogue with the CSSP to try and tally the M&E system for the umbrella organisation and for the CSSP.

To facilitate the process of developing an optimal M&E system the ET *recommends* that the programme makes use of professional support and/or research/twinning.

Research/twinning arrangements

The Evaluation Team *recommends* that the scope and opportunities in *twinning arrangements,* e.g. between research/university institutions and NGOs, are considered. This could be a complement to – and contribute to a possible reduction of – the current ad hoc utilisation of consultants for different studies and tasks. The research/twinning resources could be used by SUOs/SGs to request thematic studies to be undertaken, placing interns for different tasks, using senior students/staff for more in-depth M&E studies, etc. This would be in line with Sida policies for allocating resources to young researchers and interns. In this programme it would also require allocation of resources, mainly for young researcher time (Ethiopians and Swedes). The idea would be to undertake more in-depth studies of selected

critical issues, which would then be subject to joint SUO meetings, say half-yearly, and follow up. A few examples of possible topics – far from exhaustive – are:

- Opportunities for working with a Rights Based Approach in particular projects and across the programme and reflecting both service delivery and advocacy work and the link between them.
- State-of-the-art lessons on specific themes – e.g. HIV/AIDS, innovative environmental approaches, SRHR, etc. with due consideration to lessons from a wider array of organisations and aid modalities.
- Assessment of capacity building outcomes, CB of different forms and content, using different approaches, for different target groups – and identification of opportunities for more sharing of CB activities across and within SUOs/SGs.
- Optimal assessment of and recommendations to the programme for reporting on poverty reduction/well-being.
- Scope for applying self assessment M&E methods in different organisations and assistance with implementation.

Relevant 'research' themes should be regularly agreed between the SUOs. They should be seen as complements to standard M&E on objectives fulfilment, on quantitative results and achievements, financial management and budget disbursement, capacity building activities, etc. but in a shorter, more analytical, interesting and not least user-friendly rolling reporting than today.

An up-to-date M&E system combining quantitative and qualitative self assessment with an emphasis on *learning* along the lines suggested needs more systematic preparation than what can be done in this report – and with due consideration to a likely short-term and longer term modality for continued Swedish support to CSOs/NGOs in Ethiopia.

The *recommended* research-like studies could be undertaken, for example, by twinning young researchers from Ethiopia and Sweden, which would be a valuable learning experience in itself. The ET acknowledges that some organisations supported by the programme such as FSS are capable to undertake the type of suggested research studies and M&E, but conflicting interests must be avoided.

3.6   SUOs' Views on the Umbrella Model

All the SUOs claim their relationship with Sida unproblematic and smooth. Ooverall they characterise Sida's management of the CSO cooperation programme as flexible and un-bureaucratic. The piloted model, it is found, has served to support local grassroots organisations which otherwise would have difficulties in getting donor funds. Further, it has enabled the SUOs to reach marginalised and isolated population groups.

In particular the network organisations among the SUOs (CORHA, NEWA and CRDA) mention that more funds should be earmarked for capacity building activities of the SUOs and the SGs, and for administration. Depending on the number of partner organisations, monitoring, follow-up and reporting can be a rather time and human resource consuming exercise. Most of the SUOs also find project duration of 2–3 years to be too short for community mobilisation and achievement of sustainable results.

The twinning arrangements are reported to have worked well and been useful in particular related to grant management where the less experienced organisations have benefitted from support from more experienced SUOs when establishing systems and procedures. One example is PI-E's assistance to CORHA in developing 5-year strategic plans and in reviewing management systems, organisational structure and salary scale.

The SUOs have in their self-evaluation reports and briefs to the ET expressed a need for strengthening of the Sida-SUO partnership. Although the partnership is seen as dynamic and flexible more joint

activities are suggested to be undertaken such as workshops, study tours, expert visits and annual conferences. Further, is it found that even though the umbrella modality facilitates contact among the SUOs, it is not clear how it can provide incentives for real cooperation beyond exchange of information between the SUOs.

In general all the SUOs are positive towards the chosen model and find it well suited to the Ethiopian context. Some had expected more sophisticated capacity building for the SUOs, including overseas training to be part of the model. The selected critical perspectives on the umbrella model encountered by the Evaluation Team were expressed by research-oriented SGs, who found the umbrella superfluous – they would prefer direct contact to Sida. In terms of management of the financial resources a few SGs found that the requirements from 'their' SUO were unnecessarily rigid with the consequence sometimes to retard financial disbursements from SUOs to SGs. Generally, though, the disbursement rate is reported to be as high as 80–90%, something which this evaluation was unable to verify but which would require a more in-depth analysis.

The ET acknowledges that the flexibility for which the Swedish umbrella modality is generally praised by the different stakeholders has been an advantage to 'getting things done' during the first phase of the programme. There is a risk that the momentum and transparency of such a system can be lost in the longer run, for which reason improved M&E is *recommended*.

4 Achievements and Effects – Community Level

4.1 CSOs' Role in Community Mobilisation

The evaluation has been looking for evidence on whether the Programme has produced results and achievements in accordance with its basic objectives: *empowerment of civil society and promoting CSO involvement as partners in poverty reduction*. A set of questions concern accountability, service delivery and advocacy, i.e. whether the Sida CSO Support Programme has:

- enabled CSOs to play an active role as 'watchdogs' of the society to assure accountability
- enhanced the capacity for advocacy work to mobilise communities, e.g. to fight HIV/AIDS
- enabled SUOs and their sub grantees to enhance innovative service delivery within the particular thematic areas and work to realise the rights of different groups – women and children in particular
- contributed to bringing women and girls on the road to empowerment.

The ET has visited 26 organisations and their projects trying to find evidence from the community perspective (See Change Assessment Summaries in Annex 5). Interviews with Sub grantee and Local Government representatives, observations and selected document reviews have been used to complement and validate (triangulate) information.

4.1.1 CSOs' role in dialogue and advocacy on political, economic and social development

Advocacy is not well developed in the Ethiopian context and because of misconceptions associated with politics, the Government is highly sceptical and not supportive of advocacy at all levels. The traditional area of CSOs in Ethiopia is service delivery, which has its roots in humanitarian assistance.

Generally, the organisations keep a low profile in advocacy that could be seen as political, because this could hamper what can be done in service delivery. Advocacy and lobbying for the SGs/NGOs is generally equivalent to awareness-raising of the community and local government, and is mainly aimed to generate much support to implement their projects. Local support for projects in sensitive areas such

as the fights against HTP and HIV/AIDS and support to vulnerable and marginalised groups of women and OVCs are vital. But there are very few examples of joint CSO lobbying efforts to engage Government and influence policy. Yet, there is a growing trend of awareness-raising at the grassroots level to develop it to an advocacy tool. It started from the community and is now reaching the zonal level. One such case is FGM addressed by NGOs in Afar Region as mentioned by Pact Ethiopia staff.

A few of the CSOs have undertaken research-based advocacy to engage government on policy issues of economic, political and social development, e.g. FSS, OSJ, EBA and Forum for Environment. While there are a lot of economic and social issues to advocate for, the misconceived narrow association of advocacy with only politics and the sensitivity of Government have retarded the work of 'Advocacy' CSOs and their growth in the areas of Human Rights, Democracy and Governance. Thus, IA is the only SUO focused on HR and Democracy in the Sida SUO model and many of its SG relations have been short-term.

Although the current climate for CS work in Ethiopia is 'in a limbo', there is need for a clarification and debate on what advocacy is all about and its possible contribution to development and poverty reduction. SUOs and Sida could join hands with others with the same need for clarification and desire to support the growth of Advocacy CSOs. A useful point to remember in such clarification was expressed by the IA to the Evaluation Team:

> "Advocacy work by CSOs in Ethiopia is and should preferably be linked with service delivery or a tangible course. Advocacy should not be undertaken in abstract".

4.1.2 CSOs' role in mobilisation in the fight against HIV/AIDS and support to SRHR

Interventions in the area of HIV/AIDS are examples of how the NGOs under the programme apply a variety of approaches at community level. The frequent use of volunteers and PLWHAs for home-based care and use of peer educators have contributed significantly to changing the public attitude to be less stigmatising towards HIV/AIDS victims. These approaches are innovative in the Ethiopian context. While they are inspired by global experience in handling awareness, preventive and curative approaches to HIV/AIDS (e.g. of the international SUOs Pathfinder and Pact), the ET has observed that there is no systematic accumulation of experience on a larger scale in Ethiopia. Indeed only 33 per cent of the focus groups in the area of SRHR and HIV/AIDS rated the interventions as innovative. The global strategies to counter HIV/AIDS are constantly under critical assessment and it is important – and *recommended*, – that initiatives in Ethiopia are abreast of global as well as local experience. It is a key area for dissemination and sharing of lessons.

In terms of people's perceptions of positive changes in poverty reduction, the environment and gender-focused projects contributed relatively better. For perceptions of "rights", the child rights and environment projects perform better. SRHR (sexual and reproductive health and rights) projects to some extent live up to their name, in that interventions have contributed to awareness both amongst women and men that sexual and reproductive health is also a question of *rights*. However, it is evident that a welfare perspective prevails. The rights perspective is slower in penetrating people's and organisations' practices in claiming and fulfilling rights.

Cases were reported of HIV/AIDS care and support interventions, where participants felt some kind of rights violation without being able to clearly formulate what they see as their rights and how they are violated. They feel no one is helping them to defend their rights. This was, for example, the case in a project where support for house rent, food and medications was stopped. Incidentally this happened in the transition between the first phase and the extension period of the Sida-supported programme. The AIDS victims became sick, unable to work or to feed themselves and had difficulty adhering to the ART. What the PLWHAs did not realise was that the interruption in service provision was not in the Sida support but in support provided to them by WFP.

Unfortunate incidents like the one just reported can happen when implementing NGOs working on HIV/AIDS care use the Sida funding as leverage to access food support for their clients from other donors. One cannot expect that beneficiaries will understand that the interruption of support is not due to Sida. The ET calls attention to the possible unintended negative consequences of 'joining hands' and recommends that mechanisms be thought of which will enable the SUOs – being the umbrellas – to intervene in conflicting SG projects with not very clearly integrated multi-donor support. Joint efforts are an advantage to be protected rather than promoting separate support with more bureaucracy. The ET believes that multi-donor CSO support programmes have better prospects for promoting a common understanding of what are the rights and responsibilities of the different stakeholders.

The case just mentioned also illustrates a more encouraging aspect, i.e. community members taking some responsibility for the victims in the dormant HIV/AIDS support programme. But the role of communities and Local Government generally amounts to some kind of participation e.g. in implementation and M&E as discussed above, and not to take-over of projects. Issues related to sustainability and exit strategy are serious concerns for some of the projects, and while put in other words by community members they are often concerned about the ad hoc nature of interventions (2–3 years) and about what may be the substitute after project termination.

The ET did not come across many examples or reports about unintended negative effects, unless people's perception that interventions are welfare initiatives provided by some good-will organisation is seen as such. The RH and HIV/AIDS-focused interventions have reached out to government health centres mainly for referral to VCT. This has improved access, and as a result significant achievements have been reported by the community participants and verified by the SGs and LGs. Tangible results are important, but the ET wants to emphasise that less tangible 'empowerment' effects such as self-confidence which were observed, i.a. in Dawn of Hope, Awassa, can be equally important. In addition to home-based care the project has incorporated livelihood activities in horticulture, dairy and other IGAs. Above all, the confidence of PLWHAs to lead a normal life and to become self-supporting citizens who overcome the trauma is impressive. The attitude of looking at themselves as aid recipients awaiting their death is washed away from that community. There is so much energy and vitality to live and contribute to society notably in the prevention and control of HIV and AIDS. One of the many observations from this and related interventions is the wish to strengthen peer support for sharing experience of living positively with AIDS and to cope with negative impacts of ART.

4.1.3 Women's Rights, FGM and Gender Equality
The women's rights projects encompass interventions ranging from advocacy and services related to gender equality, HTP, SRHR, education, saving and credit, literacy, to environment/agriculture projects. All the projects visited have contributed to improve the lives of women and their family as expressed by the focus group discussion participants who also see the projects as contributing to poverty reduction if only as a modest, or a slight increase (71 per cent of the FGs). Most women participants experience that the projects have given them new capacities to address problems in areas such as sexual exploitation and HTP. But in terms of rights, none of the focus group participants expresses an awareness of development as their right and do not know about holding government and SGs accountable. Achievement of expected output is rated as high by 43 per cent and very high by 57 per cent of the focus groups. The different effects are explained in terms of:
• Improved understanding of gender equality as equal opportunity and participation to obtain equal benefits
• HTPs declined (FGM, abduction, early marriage, wife inheritance, polygamy, isolation during child birth and menstruation)
• Literacy of women improved due to savings-led literacy programme

- Improved saving tradition, women able to mobilize own savings and women organized into saving and credit groups to sustain interventions when project phases out.

- Decline in domestic violence. Discussion and mutual consent is becoming the tradition against unilateral decision on household affairs by the man of the house.

- Reproductive Health Awareness and use of Family Planning increased. Improved community awareness of HIV/AIDS and increased VCT of both (young) women and men.

- Peer education promoted and changes facilitated especially for marginalized and vulnerable groups.

- Rehabilitated street children have abandoned addictions and many have become more confident to integrate with the community and lead a 'normal' life.

- Empowerment of women and girls improved (literacy and enrolment in school, improved control over resources, improved mobility, recognized capability, participation in public life, consultation in the household, and rights respected).

- Transformed agricultural responsibility and way of life. E.g. the Gumuz were predominantly hunters and hoe culturists the latter mostly done by women, who have now settled and become agriculturists.

The overwhelming positive perception by the community target group participants indicates that those who do benefit from the interventions are reached by services in the CSO/NGO cooperation programme which are otherwise few and scattered in the areas of SRHR, HIV/AIDS and projects that specifically address women's rights and fight against FGM.

4.1.4   Children's Rights

Child rights supported projects are a mix of advocacy and service delivery activities. Advocacy is interpreted as child rights education and there has been an increase in the understanding of children rights as a result of the projects. Parents do agree on a slight but steady progress while children reached by the programme claim there has been a significant increase in their understanding of what children's rights are about.

Both parents and children share similar views of positive effects of the interventions. If unintended negative effects are registered they are often caused by external factors such as price-rises which make employment in the informal sector very vulnerable, as it was observed by the Evaluation Team in the New Life Teen Challenge Development Programme. According to the rapid survey, 67% of the parents and 50% of the children focus group discussions rated the level of achievement as high and the remaining as moderate. Both parents and children agree on a slight contribution of the interventions to poverty reduction, mainly because of some success-stories of youth employment due to their elementary skills training, or because of material incentives to parents and guardians.

Not surprisingly the interventions have contributed to enhanced awareness among the children met by the ET of development as a right, and in their own perception children and youth groups have started to claim and defend their rights. A group of those children who are well aware of their rights do also claim that they know how and when they can hold Government and SGs accountable. This was difficult to verify in any detail by the Evaluation Team.

The child rights projects often have a HIV/AIDS prevention component and contribute to awareness amongst the children reached. In a few cases the projects have also represented and protected the interest of children whose property rights were at stake. Two stories of beneficiaries among the many are posted below.

> *"Our uncle took over all the property immediately after the death of our parents, claiming our father's property belongs to him. CDI stood in court and protected our property right and transferred the administration and guardianship to our grandmother".* Two siblings (a girl and a boy) at Siraro, Wolelati ABEC.

> *Word of a widower with one baby boy at Bhir Ddar Kebele 12 CDA project, " When my wife died 3 years ago, I am left by myself with our baby boy of only two years old, but with no reliable means of income. I carry my son on my back, and the grass I collected from lake Tana on my head to sell in town for our daily bread. When the night comes, we have no home to stay in and we usually spend the night at the street. When I am able to get a few coins for our daily bread, we spend the night renting small corners of residential salons. It was hard to survive and there were times when I felt so desperate to the extent of thinking abandoning my son. But this project rescued my son and my life. Now things have changed tremendously".* He cries when he witnesses how much a difference in his and his son's life has come due to the project, and how much God blessed him to get this opportunity.

The OVC target group is extremely vulnerable and the outreach to large and needy numbers of street children for reintegrating them into 'normal' life is numerically low (e.g. Forum for Street Children). Yet the success rate for those reached speaks of a tremendous and persistent input from the NGOs in question. Reintegration of exploited children into their families is particularly difficult as witnessed by CHAD-Et and New Life Teen Challenge. In a situation where neither local government nor the communities themselves are able to provide even the most basic support for this group it does not make much sense to apply conventional cost-benefit measures.

4.1.5 Environmental Protection

Of all the projects funded by the program, environment projects are highly renowned by the involved communities for being innovative. Some initiatives were reported to the ET to be successful innovations in recharging of wetlands and springs and wider adoption of vetivar grass; others were visited by the ET who observed application of organic fertilizer and composting; cultivation and distribution of environmentally conducive, indigenous tree-species. Many of the activities are still young, but the project management performance, involvement of women as well as men, employment opportunities and innovative learning, and dialogue with a variety of local government representatives bode for meeting the anticipated achievements.

It has to be recognised that increase in yield from such programmes will take some time; new species take time to yield. But since the environmental protection projects are associated with livelihood, there is a very pronounced perception amongst community members and local government representatives of the projects contributing significantly or at least modestly to poverty reduction. Despite being environment-focused many of the projects also manage to mobilize the community on HIV/AIDS and people unanimously express to have gained awareness and capacity – to engage in improved agricultural practices in particular, e.g. to turn "urban trash into rural cash" – through project interventions.

Other innovations in the environment projects reach beyond the relatively few farmers involved. They include control of water pollution, converting coffee pulp to compost, production of energy saving stoves, integrated planting, and most important for a wider outreach – knowledge transfer to neighbouring areas. The programme has also been innovative in ensuring sponsorship from top politicians and well-known environmentalists as in the popular national Green Award project. And involve-

ment of previous awardees who have engaged in dialogue with SG leadership to play a role in improving the selection process and nominations for the award programme contributes to success.

> *Zena Mulatu is a 35 years old widow who lost her husband 3 years ago. She has 6 children (4M and 2F) between 5 and 15 years old. She has been PPRO participant since September 2005 in compost preparation, maize planting, vegetable production and fruit trial such as apples. In her first year performance, she stood first among her fellow participants (men and women) and was awarded with one sheep in October 2006. In Novembers 2007, she stood 2nd (overtaken by a man), and was awarded with one heifer again. She is one of the better off farmers by the standard of her community and so much is attributed to PPRO. One example related to the project is, she earns an average weekly income of Birr 35–40 from renting a cart. Originally PPRO provided the cart to selected farmers on loan basis to help them transport cow dung from the town of Hossaina, which is the main purpose of the project. She now has repaid her loan and generates income from transporting 'urban trash and turns it into rural cash'. She sends all her children to school except the youngest and she has a plan to construct a house in Hossaina town. When her children finishes from the local school, which is up to grade 6, she will not have problems of accommodation and she will continue to ensure a source of income for her children's education and other family needs.*

There are great expectations in the involved communities that the environment projects will contribute to better health of people and their animals – results which are too early to verify but justify support. The ET wants, however, to call attention to the risk of assuming that organisations specialised in environmental protection are also capable of providing quality services in SRHR and HIV/AIDS as witnessed in an urban agriculture project. It is *recommended* that the pros and cons of modalities for service integration (e.g. environment and HIV/AIDS) versus specialisation are carefully assessed in individual projects.

4.1.6 Empowerment of women and men, girls and boys

The centrality of *empowerment* in the objectives of the programme and in many of the agreements between the SUOs and the implementing agencies, the SGs, prompt specific assessment. Several of the cases referred in the report are expressions of people feeling empowered by access to relief of various kinds – resources, enhanced capacity, information etc. – even if the word empowerment is not used by community members to describe the effects of interventions.

It is evident the meaning of empowerment varies significantly between different actors: Self confidence, decision-making power, knowledge and awareness, economic capacity, equality and others. A minority of the community members met in focus group discussions associated the interventions with *rights*. Only indirectly do they feel empowered. Rather they felt highly indebted to the SGs and government for the goodwill they have for them. Not least, the majority praises God for His blessings through the SGs. In addition they commented that even though the particular NGO wants to help us, it is not possible unless the government gives the permission and we are equally grateful to the government as well.

At the same time many participants are ambivalent and express considerable suspicion and lack of trust that their voice will be heard since 'the bureaucracy belongs to the government and the SGs'. They feel powerless and have no confidence they can improve the situation before it gets worse. A small minority has a slight idea of the possibility of holding SGs and government accountable for any mismanagement and failure to meet their constituencies' expectations.

While literacy, saving and credit programmes and other interventions help women to realize their capability and empowerment, these programmes have a limitation in being very much women focused.

It is acknowledged that there is a trend of involving men in the SRHR projects. However, many of the women rights focused projects are a legacy of the women in development approach and not in line with a contemporary gender and development approach. Though men are seen as key allies and partners, it is indirectly through their spouses and through focusing on community leaders as project partners. Apparently, interventions intended to bring social change that affect the household dynamics need to address both women and men.

In general, most of the projects including women's rights focused projects have limitations in addressing gender and gender mainstreaming issues. This shortcoming could partly be attributed to the programme design and partly to the SUOs'/SGs' lack of a clear gender mainstreaming strategy or inability to implement the strategy.

The Evaluation Team concludes that the concept empowerment – like several other key concepts used in the programme vocabulary – is not very familiar in the Ethiopian society. Nevertheless, selected project interventions do contribute to empowerment of vulnerable and marginalised groups of children and women, but often it happens without people being conscious of the process.

Unpacking Empowerment

Over the decades of working in Ethiopia, Pact has been developing and piloting a customized rights-based approach to women's empowerment and applied it in the Ethiopian context. Pact Ethiopia has broken down its approach to women's empowerment into the following constituent elements:
- *Empowerment is defined locally*
- *Empowerment is, in essence, the ability of women to make choices*
- *Empowerment incorporates practical, as well as strategic needs*
- *Men are key players in the process of women's empowerment*
- *The use of role models is key to fomenting a larger, broader process of change*
- *The specifics of the approach to empowerment start from the comparative advantage of the implementer*
- *Empowerment is an ongoing process of experimentation and refinement*

Source: "Unpacking Empowerment – Profiles of Empowerment through the Metebaber Project", Pact 2008

Much in line with the intention of the CSO/NGO cooperation programme one of the SUOs, Pact, has undertaken to raise the level of understanding of empowerment and disseminated the result. The publication "Unpacking Empowerment" (Pact 2008) provides a thorough elaboration of the concept (See Box) and substantiates it with a multiplicity of examples from NGOs/CBOs and their community constituencies supported by Sida.

In recognition of the fact that *empowerment* effects are considerable, but often unrecognised, the initiative contributes towards building a common understanding of a multi-facetted concept. It also contributes to a better thematic understanding and it is *recommended* such initiatives are strengthened. Other SUOs have started to disseminate 'better practices'[13] (SLUF, CRDA), but in general there is scope for much more sharing of experience about the ideas embedded in the CSO programme – and the yet unfamiliar concepts on which it builds.

4.1.7 Attribution of changes and effects
A criterion for support to a particular SG project is that it is implemented in areas where no other NGO is delivering similar services. The ET acknowledges a wide outreach to underserviced areas and groups,

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[13] Several SGs are also disseminating better practices, e.g. ERSHA has produced a CDC on its activities to combat HIV/AIDS

not least due to the thematic areas and vulnerable and marginalised target groups of the programme. Almost all the NGOs which the ET met claim that they are the only NGO in the intervention area.

In principle, this implies that most of the registered effects in a given area can be attributed to the Sida/ CSO support programme. Yet, it has to be recognised that other factors influence results and change, for example the media, spill over effect of nearby interventions, and previous and ongoing interventions made by the government and/or other actors. Neither can it be overlooked that certain areas have a very high concentration of NGOs in all the same and in other thematic areas. Awassa and other urban areas are examples of this concentration of NGOs which is seen as very unfortunate by many ordinary Ethiopians.

It is not to detract from the positive contributions and effects of the Sida/SUO thematic areas to recognise that others can take part of the honour. As already observed there is an overwhelming need and demand in all the thematic areas of the programme. And community needs do influence priority setting across organisations and SUOs. The Sida supported interventions often reinforce other initiatives – public or private – sometimes as cross-fertilisation between SUOs. For example, interventions supported by SUOs in the area of women's rights, and FGM/HTP contributed to SRHR, HIV/AIDS, education and agriculture and vice versa; those working in the area of reproductive health and HIV/ AIDS, have contributed to the reduction of HTPs. Child right projects have also contributed greatly to HIV/AIDS prevention and HTP reduction as these issues are directly and indirectly related to protecting the rights of children. Child rights, women rights and reproductive health rights are part and parcel of the broader human rights issue addressed by the programme though only one SUO deals with the human rights and democracy theme. Thus effects in a given thematic and geographic area can sometimes be attributed to more than one CSO within and/or between the different SUOs. Furthermore, SGs can also take part in networks not included in the Swedish support programme and whose projects have been designed to fit into a certain strategic framework, which has identical or similar objectives. An example is the OSJE project in Benshangul, which was based on a need assessment done earlier for ActionAid, which OSJE is working closely with as a partner. The project is about training of community para-legals who are working in Community Development Centers supported by ActionAid.

Almost all the projects are SG initiated, but the community endorsed them all because the initiatives responded to their felt needs, if not their first priority. Because of this, all the project interventions are reported to be relevant.

The programme is appreciated at local level by most SGs and Local Government for its flexibility, innovation and effectiveness. Much is left to the discretion of the SUOs for how best to utilize the funds rather than being guarded by a straight jacket *recommended* by Sida. Positive implications for innovation and effectiveness have been observed in almost all the projects visited. However much is needed to replicate, sustain and scaling up of innovations for which the mechanisms are only embryonic. Although it is a challenge to 'think out of the programme' the ET recommends that dialogue and sharing of experience between the projects and relevant sector and cross-cutting initiatives are given higher priority.

Replication by neighbouring communities and non-target groups within the project area is encouraging and especially visible for those innovations that can be handled individually, such as compost preparation, urban agriculture, family planning and the like. However, replication by the government to integrate and internalise project initiatives and scaling up innovations is far behind. Most Local Government representatives do complain about resource limitations to replicate innovations. But it is a conventional misconception and excuse that all NGO interventions are resource intensive.

Sida and SUOs/SGs need to have a proactive role in the replication and scaling up of innovations. Actions that would help would be to identify and share best practices which as already mentioned is being done by some SUOs. It is *recommended,* a forum for sharing and dissemination of lessons within

and between the SUOs and government to replicate and scale up innovations should be given more attention than the current and more ad hoc lesson sharing taking place. It is when NGOs and government complement each other with the comparative advantage they have that they can influence change and development on a sustainable basis. By any standard, NGO projects cannot be a way out for sustainable long-term development/poverty reduction as they have limited area coverage and a short life span. On the other hand, they are known for their innovation that has to be taken up by the government to engage in wider area coverage and an unlimited time span. However, a major problem and an impediment to development, which is also recognised in PASDEP, is the lack of capacity in local administrations.

The ET thinks that NGOs with support from the SUOs can take a lead role in dialogue with Local Government to initiate scaling-up and replication in as much as they took initiative of providing the service. We *recommend* that this will be given more systematic attention in a new phase.

4.2 Participation, Inclusion and Exclusion

4.2.1 Inclusion and exclusion of specific groups and areas

In the majority of sites visited, the SGs were operating to provide assistance or services targeting communities deprived of benefits. The projects under implementation are mainly in areas where there is little concentration or no other NGOs[14]. However, the possibility of projects to provide opportunities for the target groups to be embraced and participate in various ways by the intervention varies. On the whole, there were different explanations of the issue of inclusion or exclusion that can be seen from three angles: 1. right to inclusion to access benefits, 2. concern over equity in the distribution of benefits and 3. ensuring sustainability of project benefits.

Conflict situations arise when projects focusing on children's rights, for example, are experienced as barring many OVC and vulnerable children from support and even keeping out siblings from the same eligible family. It is unavoidable that all the needy children cannot be included, and the projects and the programme must go to its utmost to clarify the eligibility criteria. In many cases there should be scope for identifying the criteria in dialogue with the communities.

In Environment projects both male and female headed households who own land and are willing to participate were targeted to be involved in the project. In one SG past experience of being a strong worker was also an inclusion criterion. In order to share access to the benefits with other community members in the project area, theses target groups were organized into environmental groups and school clubs so as to share their knowledge, skills and experiences. In many of the communities visited, there has been progressive incorporation of neighbouring areas into the project to benefit from sharing knowledge and skills.

Communities' perception of neglected areas of support and excluded specific groups was aroused by concerns to maintain sustainability of project benefits. In rural-based projects, communities residing away from the main road failed to benefit equally with those residing in nearby areas to the organic fertilizer processing activities. In one project, supply of protection materials like gloves and spades to protect the participants from health hazards of handling coffee pulp, was neglected. The lack of progress in including private sector coffee processing plants was a drawback when trying to ensure reduced water pollution when the coffee pulp is dumped in the rivers. The inclusion of the private sector was also perceived important to get more coffee pulp for compost production. Dialogue and negotiation with the private sector is relevant in such cases and the ET *recommends* that the programme takes initiative to discuss relevant entry points to private sector dialogue in this programme.

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[14] Awassa and other urban areas being exceptions.

4.2.2 Programme induced changes in participation

In many of the sites visited, youth groups were voluntarily involved and taking part in the projects through school and community-based activities. Youth were trained as peer educators and providing peer to peer education to students on RH, HIV/AIDS and related issues. At community level youth clubs, which were organized to provide educational and entertainment services to youth, were creating links with youth for entry as members. There was a significant increase in membership size of the youth clubs supported by SGs. In these clubs, the music and drama groups regularly undertake awareness raising events to the community in the project areas. As an instance, the participation of youth club members to produce audio cassettes of cultural songs for marketing was a self initiated initiative to enhance their income and financial sustainability.

In child right projects many children have been encouraged to participate in conducting regular discussions on the problems they face at home with foster parents and in school. The ET has noticed that children interact with the project to report on major challenges and they work together to look for solutions. Another program-induced change observed has been the level of awareness and concern among children to help orphaned and vulnerable children. In this regard, the participation and interaction between school girls and orphaned children in one of the target areas serves as a learning case. A member of a school girls club in Siltie stated:

> "The school girls' club members had real concern about the situation of orphan students. We were interested to give support and members began taking part by contributing 50 cents each week. The money collected was used each year to buy school uniform and educational materials".

The projects on the ground contribute to interaction between women and men groups in the communities. Women also participate in awareness raising on women rights and reproductive health among other women in target areas. Women in different projects were also taking part in sensitizing men in their communities on gender issues using coffee ceremony. One woman from ADV said:

> "I discuss with my husband about issues on gender equality, FGM and women rights like reproductive health that I was educated in by the project. He now understands and fully supports my involvement in the project in educating fellow women through home visits. I face resistance by men in areas where nearly all community members follow the Muslim religion. At times, I hear them say, "Here she is again to advise our women to stop getting pregnant". My husband volunteers to visit these places to meet the persons and spends his time explaining what I do".

In environmental projects, target communities participated through promoting membership of other beneficiaries for possible replication of the project activities in other areas. As a result, there were many programme-induced changes in the level of participation. There were also significant changes in the membership size of environmental groups. The Evaluation Team observed considerable knowledge transfer and experience sharing.

The participation and interaction between iddirs and the public at large was also one of the programme-induced changes in participation. Iddirs participated on different issues like HIV/AIDS. Child rights and environment were other examples of programmes utilizing participatory methods. The level of participation of iddirs and communities ranges from minimal, i.e. taking part in screening and selection of target beneficiaries in an urban environment project to active involvement throughout the project cycle in other projects. In the latter, the purpose of the iddirs' engagement was support to OVC in both HIV/AIDS and child rights projects. Iddirs have also been instrumental in identification and selection of these OVC groups. Although iddirs have made progress taking part in the project implementation, they have faced a number of impediments to mobilize resources from the public.

4.2.3   SUO/SG application of participatory methods

In nearly all projects, there was significant participation of target communities in the implementation of projects. However, there were only limited indications in participation of target groups in planning of project activities. Some of the NGOs mentioned that they had been reluctant to involve target communities before funds were secured in order not to raise people's expectations and loose their confidence.

During implementation, different strategies were applied to encourage the involvement of target groups in the implementation of the projects. Hundee, supported by Pact, stands out for its initiatives in introducing innovative participatory approaches, Appreciative Inquiry (AI) and Outcome Mapping (OM) (See section 3.5.2), the latter as an alternative to a Logical Framework Planning Approach. Participatory methods are also selectively used for M&E by several of the SGs.

Participation for material incentives was one of the methods put into practice in a number of projects. Promotion of voluntary work through token financial incentives was used to enrol individuals in project implementation.

One of the main features of the cooperation programme was the role expected of CSOs to serve as catalysts to mobilize communities to organize and fight against HIV/AIDS and ensure the delivery of services. The SGs participated in creating a conducive environment through sensitization workshops so as to mobilize support and increase communities' receptivity to project interventions. In positive cases there were changes brought about in mobilization of religious and cultural leaders, especially in the fight against HIV/AIDS and ensuring access to reproductive health services. In the areas visited, community members perceived the involvement of religious leaders in awareness raising of community on issues like reproductive health and HIV/AIDS as changes induced by the project. In one instance, a SG has trained and recruited a number of priest volunteers working as community-based reproductive health agents. The ET viewed the success in turning hostility from religious leaders into an active participation for project implementation as quite an accomplishment. On the other hand, existing efforts in other projects to mobilize the private sector remain far from being realized. In one SG engaged in SRH and HIV/AIDS projects, there were signs to mobilize resources from the private sector like pharmacies and restaurants to provide basic needs for PLWHA groups. In another environment protection project, there was an expressed community interest and commitment to work together with private coffee processors for supply of coffee pulp to produce compost and to prevent pollution of river water. But participants were dissatisfied with the lack of progress so far made.

Encouraging self mobilization of target groups is sometimes purposively used. In many of the SGs visited, SG efforts to get involved in people's development activities have not gone far beyond providing support to gain legal status. In itself this can be an important precondition for a group/CBO to get access to funds.

In conclusion, participation of community members, including iddirs and local government agencies, takes place in different forms and degrees throughout the implementation of the programme. This is in line with Government policy and with the purpose of the programme. The question is how participatory the SUOs are in involving the SGs in strategic decisions. A positive indication is when several SGs speak of 'equal partnership' rather than 'donor-client' relations. Some SGs did, however, express frustration over rigid requirements effectuated by SUOs with regard to reporting and budget utilization.

The participatory methodologies are still in a trial phase and the impression by the ET is that introduction of such new participatory methods as Appreciative Inquiry and Outcome Mapping requires a lot of mentoring of the involved actors. The trials are commendable and it is highly pertinent – and *recommended* – that the CSO/NGO cooperation programme develops and pilots innovative participatory methods and disseminates the experience further. The opportunities of participation – and clarification of what the different actors mean by participation – could be a topic for further development.

5 Conclusions, Lessons Learnt and Recommendations

This chapter summarises conclusions, lessons learnt and recommendations under the headings 1. Achievements, 2. Management and capacity, 3. Participation, inclusion and exclusion. 4. CSO support modality. The box is an assessment of the general features of the CSO/NGO Cooperation Programme according to the DAC evaluation criteria of Relevance, Effectiveness, Feasibility and Sustainability. The left column summarises these as they were anticipated in the Summary Assessment Memo of 2004 – Column two is a brief summary of the current situation by the Evaluation Team.

5.1 Achievements

Conclusions

Overall the evaluation concludes that the CSO/NGO cooperation programme, which has been piloted for three years, has been very successful – in terms of results at the grassroots and in terms of lessons from the decentralised umbrella/apex organisation modality for channelling support. The programme has promoted CSOs' involvement in the delivery of innovative developmental activities as active forces and partners in poverty reduction efforts and in the fight against HIV/AIDS, to the benefit of a large number of people.

The second objective of the programme "to contribute to the empowerment of civil society to enable its organisations to play a more active role in dialogue and advocacy on the political, economic and social development in Ethiopia" has been much more difficult to pursue and achievements are consequently less impressive. The climate for dialogue and advocacy has been chilled during this period. Relations between the central government and CSOs have been strained – sometimes repressive – while dialogue and frequent active involvement of Local Government representatives in the Project Advisory Committees have contributed to create a sufficiently enabling environment to ensure achievements in mobilisation of communities.

Through the nine umbrella organisations the programme has contributed to the *empowerment* of individual civil society organisations to play a more active role in dialogue and advocacy at the local level on vital subject matter issues such as exploitation of children and women, child rights, SRHR, combating HTP, HIV/AIDS. The conclusion is that in a situation of extremely limited resources set aside by the Government for social services to the most vulnerable and marginalised groups, there is a more conducive climate for advocacy and dialogue on the so-called 'non-political' social issues than on those associated with 'political agendas' on governance, democratisation and human rights.

With a focus on some of the most vulnerable groups in Ethiopia – street children, OVCs, PLWHAs, HTP – the programme has had a significant outreach to underserviced groups throughout the country.

Many SGs do innovative projects in SRHR, OVCs and HIV/AIDS related problem areas as well as in the environmental interventions. Innovations are particularly important when they can be replicated as witnessed by community take-up of OVC responsibilities and dissemination of new environmental protection approaches and livelihoods interventions in neighbouring communities.

This programme shares a global problem that the small loans/grants and skills provision activities, which are built into many projects, are insufficient to pave the way for many beneficiaries into employment – formal or informal – and sustainable income generating activities. There are several examples of OVCs and PLWHA successfully applying skills acquired. But the target group, e.g. those trained for catering, is hyper sensitive to external constraints such as rising food prices – and the fasting season, which reduce the number of people eating out.

Changes in people's awareness, attitudes and practices were widely observed and reported during the evaluation and impressive results and outreach is reported by the SUOs. Yet, assessment of outcomes and effects of the interventions is difficult across the themes and types of activities supported. Tangible effects on people's sexual and health-related practices and livelihoods, and of women's and children's rights being fulfilled in terms of participation and empowerment and escape from harmful practices take longer time to materialise than the programme's typical 2–3-year interventions. Effects and outcomes of capacity-building interventions and interventions in support of income generating activities for livelihood improvements are also measureable only in a longer-term perspective. There is a tendency in some SUOs to take the objectives of interventions and number of intended beneficiaries (millions in many cases) at face value and report inflated figures as actual results.

Lessons

The programme's contribution to empowerment of civil society to enable its organisations to play a more active role in dialogue and advocacy on the political and economic development in Ethiopia has at best been indirect – or dormant for a later date. The Evaluation Team is of the opinion that the objective can be achieved only when the climate for dialogue between Civil Society and the GOE (and donors) has changed towards a common understanding of the benefits of an enabling environment for CSO work and CSO-government partnerships.

Demystification of the role of CSOs/NGOs is urgent, both in government circles and amongst sections of the public, who share unnecessary negative sentiments and suspicions. It requires a high ethical standard of the CSOs/NGOs, willingness to uphold transparency and exclude dubious actors.

Recommendations

The programme/the SUOs should be pro-active in keeping alive a discussion in Ethiopia about the values, possible contributions and impacts of CS work. The SUOs have a broader educative role to play. There is a risk of becoming self-sufficient, inward looking and absorbed in day-to-day management and time-consuming reporting.

How to report on achievements should be subject to further clarification between the SUOs. Inflated figures on results should be substituted with indications of outcome and effects, (recommended also in MTR).

Box: Assessment of the CSO/NGO Cooperation Programme features as anticipated in 2004[15] and the current situation 2008

Initial features/expectations:	Current situation:
Relevance:	**Relevance:**
In line with SDPRP and Swedish Country Strategy 03–07	In line with PASDEP and Swedish policies
CSOs to be 'watchdogs' of accountability of gov agencies	Service delivery dominant but often mixed with advocacy work **locally**
CSOs to mobilise communities to fight against HIV/AIDS and ensure delivery of essential services	Communities judge projects as relevant if not first priorities. Extensive mobilisation of CBOs, volunteers and general community to fight HIV/AIDS
Effectiveness:	**Effectiveness:**
Larger outreach to more CSOs; prospects for traditional CBOs to benefit from programme	Better access for smaller NGOs and CBOs. 155 SGs down to 115. – Some have 'graduated', others 'expelled' and new ones included.
Advisory Panel and some TA to assist w design of SG program, baselines, LFA, indicators, M&E, selection criteria, monitor fund allocation and reports, settle disputes etc.	Without the AP – less bureaucracy, more flexibility. The functions have been covered by the SUOs. General program principles/criteria combine with SUO specific procedures. Better TA assistance is still required.

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[15] Summary Assessment Memo, Sida 2004

Feasibility:	Feasibility:
Stronger (international and Ethiopian) NGOs provide capacity building and TA to weaker CSOs (twinning)	Mix of int/nat orgs to move towards Ethiopian ownership
High commitment despite less experience in some SUOs, combined with participatory management style – attracting additional donor funding	Twinning arrangement not fully exploited, e.g. in terms of SUOs promoting networks, good practice sharing and innovative capacity building methods.

Sustainability:	Sustainability:
Strict gov. legislation is a constraint, but it sorts out the non-committed and non-sustainable NGOs	Need for NGO legislation, enabling environment, and support for dialogue CSOs-donors, CSOs-GOE
It is a challenge to develop effective approach to minimise admin costs, shared funding and avoidance of single donor dependence	Donor harmonisation initiatives in NGO/CSO sector are in formation to engage in substantive dialogue on optimal approaches.
Code of Conduct was introduced by CSOs themselves – encourages partnership CS/GOE/Private Sector	Sustainability of SUO modality may be enhanced if integrated with such initiative

5.2   Management and Capacity

Conclusions

The innovative, decentralised programme of nine SUOs, which has been piloted, has been successfully managed in spite of divergence from important components that were planned to facilitate management. The Advisory Panel did not materialise and neither did the Monitoring and Quality Group, subsequently recommended by the MTR. With only minimal secretarial support a considerable extra work burden was placed on the Swedish Embassy's Programme Coordinator, and many responsibilities, including decisions on administrative and financial management procedures, were decentralised to the SUOs. Sufficient common criteria were laid down from the outset, e.g. for SG selection, for monitoring and reporting requirements, and for dispersal of funds, to avoid a totally disjointed and 'anarchistic' programme.

An informal cooperation environment has developed, consisting of monthly meetings between Sida and the nine SUOs. These have been used mainly for sharing experience, and in a few cases for planning more strategic, joint initiatives like a workshop to clarify the concept of capacity/capacity building.

On a more formal note, quarterly and annual progress/monitoring and financial reporting – including audit reports – have taken place throughout the programme period. Reporting has been voluminous both at SUO and SG level, and a common criticism has been the limited feedback received. Though the reports have reflected programme LFAs this has not made much difference to the impression that reports have not been much used as a management tool, again at both SUO and SG level.

The concept *capacity* is so wide and so vague that the centrality of capacity/capacity building in a programme like the Sida supported CSO/NGO cooperation needs clarification: capacity *of whom*, to do *what*, under *which circumstances*, and *how accomplished*.

The Evaluation team concludes that *capacity/capacity building* is used to mean: Knowledge, skills and capabilities (managerial/financial/technical); Staff training and courses (long term and short term/ formal and informal – weeks/days/hours); exchange visits; meetings of any kind between programme involved stakeholders (staff) and with external stakeholders (communities, local government); 'infrastructure' which facilitates all the above such as IT, transport, buildings.

The programme has undertaken targeted activities to clarify what could be included under 'capacity building'. A joint SUO workshop with professional inputs is often referred to and the theme is discussed at the monthly SUO meetings. Yet, the confusion about what can be included in budgets under capacity building is widespread, particularly amongst the SGs.

Capacity building activities for SUOs and SGs have been extensive, but require continuous updating, refreshing and follow-up in areas such as grant management, financial management, Results Based Management, 'genuine' participation and RBA, as staff turnover is high.

There is limited monitoring and follow up on *what works better* in capacity building. Reporting from SUOs/SGs is still mainly about the activities undertaken and not about the outcomes. Embryonic participatory monitoring systems (AI and OM) are observed in some SGs but need more nurturing and mentoring.

Lessons

There is a tremendous, and unfortunately a growing need for the type of services provided, whether these are specific service delivery activities or combined with advocacy at community, kebele and woreda/local government level. It is vital that capacity is strengthened or established for scaling up and for enhancing take-over by responsible local agencies.

It is a challenge to operate with as many as nine SUOs and a minimal joint secretariat. For the purpose of maximum learning from a pilot phase it has been a manageable number of Specialised Umbrella Organisations, with relevant specialisations, competencies and inter-linkages between SUOs/SGs. In the longer run it is questionable if this mix, size and transparency of the programme is sustainable with a minimal management.

'Capacity building' has become a panacea in international development cooperation. Externally imposed capacity building of partners – by donors or by their intermediaries – has become the most favoured strategy for cooperation in areas which tend to have weak management, e.g. 'civil society organisations'. Quality of any measure of capacity building is too often taken for given. Capacity is associated with the management process, less so with capacity in 'better practices' in the thematic areas.

SUO/thematic capacity measures must strike a balance between global better practices of relevance of these in Ethiopia and the preparedness and conditions of the SGs/communities with whom they work in areas such as sexual and reproductive health and rights, children's and women's rights, street-children, PLWHA, HTP, Gender and FGM, HIV/AIDS prevention/awareness raising, and environmental protection.

Innovation is desirable and required in M&E and reporting. The balance between necessary control/ transparency and 'ritualistic' reporting is delicate.

Rather than ad hoc utilisation of consultants for different studies, it is pertinent to ask whether there is scope for twinning between research/university institutions and NGOs, e.g. for SUOs/SGs to request studies to be undertaken, placing interns for different tasks, using senior students/staff for more in-depth M&E studies, etc.

Recommendations

The centrality of 'capacity building' in the programme calls for continuous attention to its contents in relation to thematic subject matter as much as to programme/project management processes. There is a need to define *programme specific* 'capacity' measures and *SUO/SG thematic* capacity measures (indicators).

It is recommended that the programme puts in efforts to reach more clarity on key concepts relating to civil society work: *empowerment, advocacy, accountability, participation, equality, inclusion, a rights-based approach* are concepts in question. To the degree possible the programme/SUOs should see their role to include education of the public (SGs/communities) on the role of civil society.

To enhance capacity in work with a rights perspective and to realise the rights of different groups (e.g. women and children) it is necessary to build a (minimum) common understanding that realisation of rights is both an outcome goal and a process goal. In a similar manner it is recommended that the

programme works on how 'capacity building' should be geared to the values and concepts defining the CSO/NGO cooperation programme

Dissemination of better practices of management, resource utilisation and thematic lessons within and outside the programme is warranted beyond the few examples encountered.

Consultancy support should preferably be utilised by the SUOs for eliciting, sharing and disseminating lessons rather than for management and administrative routines.

To reduce time-consuming reporting of limited application in programme management it is recommended that alternative monitoring systems with a stronger balance towards participatory monitoring, be considered (see section 3.5) and adequate mentoring and support be provided.

5.3   Participation, Inclusion and Exclusion

Conclusions
With a focus on some of the most vulnerable groups in Ethiopia – street children, OVCs, PLWHAs, HTP – the programme has had a significant outreach to underserviced groups throughout the country, in both rural and urban areas in the woredas where the SGs work. The concentration is higher in densely populated areas, and the more remote regions are underserviced.

It is not to detract from the achievements of the programme to point out that there is still an overwhelming need for services/advocacy in the thematic areas covered by the programme. As long as communities and their local social support institutions (e.g. Iddirs) must attend to the most vulnerable groups on their own with no systematic support from Local or Federal Government it is unavoidable that many needy people are excluded from the necessary support. The CSO cooperation programme is a help in gap-filling and reaching more people.

There is no explicit exclusion of any groups. Project interventions provide equal opportunities, but non-targeted community members complain of being excluded. Exclusion of ethnic minorities has been mentioned to the ET, but could not be verified.

Projects, typically initiated from SG priorities, are still found to be relevant by the communities also when they are not first priority. Flexibility of the modality sometimes helped SGs to integrate other priorities of the community without affecting original project ideas. NGO interventions are often seen as arbitrary in terms of topics, duration and involvement of the communities. Interventions are typically seen as welfare contributions, not as entitlements and fulfilment of people's rights to development.

There are signs of community participation in planning, M&E, and particularly in implementation. HIV/AIDS prevention and interventions for OVCs depend extensively on voluntary work which is growing. Support functions for volunteers are not sufficient.

Participatory methods such as Appreciative Initiative and Outcome Resource Mapping are introduced in a few cases. These are intended to be alternative planning approaches to the predominant Logical Framework Approach but are still embryonic. Participatory M&E are practiced in several cases, where 'participation' indicates that project internal and external stakeholders, including local government representatives, participate.

Lessons
Projects are in most cases initiated by SGs and reflect their priorities. When community-based needs assessments are done it tends to be after funds have been secured. A transparent process of community participation and limits to their influence on priorities is required. It is important that communities are fully informed and understand the process not mistakenly to feel cheated.

Voluntary work, while necessary to reach larger target groups, is necessary, but requires considerable mentoring and support to ensure quality of dialogue and services delivered. There is a high turnover of volunteers which needs to be integrated into assumptions and into precautions taken in projects dependent on volunteers.

For programmes consisting of very diverse organisations/SGs there is scope for considering alternative participatory planning and M&E methods to the LFA. Embryonic participatory methods such as Appreciative Inquiry and Outcome Results Mapping require substantial mentoring and supervision of staff. Stakeholder and community dialogue in particular is required, if the LFA has already been introduced.

Recommendations
It is recommended that the programme undertakes to consider a better balance between existing 'ritualistic' planning and monitoring approaches, and participatory approaches as those which are being introduced in some projects. The latter require closer mentoring and monitoring.

Intensify reach out to remote and underserved regions and groups, and determine whether there is scope and need for special earmarked CSO 'funds'. (This relates to the next section – CSO support modality).

5.4   CSO support modality

Conclusions
The Sida supported Specialised Umbrella Modality has contributed with important lessons on indigenising donor-CSO/NGO cooperation. Transition from the current pilot phase requires careful thinking of measures for 'scaling up and in'.

A Programme like the Sida supported CSO/NGO cooperation programme with a good track-record has potential clout to negotiate and dialogue with the Ethiopian Government on several fronts concerning civil society: 1) Help countering the myth of subversive civil society organisations, and 2) dialogue with the Government on the necessary division of work between public and private/non-government sectors in the face of widespread poverty. The ability and clout to carry out strategic negotiations, however increase in larger forums such as joint donor funds.

There is scope for reinforcing the SUO modality on its own if 'necessary adjustments' are undertaken – not least strengthened management support, with clear TOR – in support of the Sida programme coordinator.

However, 'integration' of the SUO modality into a larger forum/fund will be in line with global agendas for harmonisation and alignment (and budget support). A larger forum also has comparative advantages for strategic dialogue with Government and other stakeholders and for promoting uniform – but not straightjacket – procedures. With 'due diligence' a joint programme should contribute to strengthening CS in Ethiopia.

It is an optimal time seriously to consider integration of the Swedish CS support with that of other 'likeminded' donors', given the shortly forthcoming 'transition' to a possible new phase for the CSO/NGO cooperation programme. (Reference is made to sections 2.5.3 and 2.5.4 and to the organogram composed by the ET, Annex 6). Experience from the Sida supported apex/umbrella modality has a lot to contribute.

The premises for Sida's possible participation in the forthcoming CSSP are significantly different today, than when Sida was part of the early deliberations of the model. The Ethiopian context has changed, but Sweden's future priorities for cooperation in Ethiopia are not known to the Evaluation Team.

Hence, no details can be provided in this evaluation. Significant studies have in the meantime been undertaken on strengths and weaknesses of different CSO support modalities and on the environment for CSO support in Ethiopia, which help to clarify the scene.

Recommendations

The umbrella model should be retained in the shorter run in Sida's CSO/NGO cooperation in Ethiopia. However, given the comparative advantages of a multi-facetted, multi-donor programme, Sida should undertake the necessary preparations to decide whether and when to join the forthcoming CSSP in the longer run. Discussions with the programme should concentrate on how to retain and make the CSSP benefit from the umbrella model lessons.

Annex 1: (a) Terms of Reference, (b) Evaluation Matrix

1   Background

The Swedish Country Strategy for Development Co-operation with Ethiopia 2003–2007, for the first time, allocated resources to be directed towards collaboration with local non-governmental & civil society organisations (CSOs) taking their experiences as development partners into consideration. The priority areas identified in the strategy for cooperation with the CSOs were:

- Human Rights
- Democracy & Governance
- Sexual and Reproductive Health & Rights (SRHR) including HIV/AIDS
- Women's Rights & the fight against Female Genital Mutilation (FGM)
- Children's Rights, and
- Environmental Protection.

After an assessment of the sector, the most viable approach suggested was that the CSO cooperation programme be implemented through specialised umbrella organisations, which in turn would support sub-grantee NGO which operate at the grassroots level throughout Ethiopia. The support started in 2004 and is on-going.

Currently there are nine *Specialised Umbrella Organisations (SUOs)* and around 155 *sub grantee organisations (Sub grantee SG)* in the Sida-CSO support programme, geographically spread all over the country. In addition, three CSOs have also been provided core financial support directly from the Embassy to undertake innovative interventions in HIV/AIDS prevention and control. A total allocation of SEK 120,000,000 has been made to the programme for three years.

The nine SUOs the thematic priority areas and the earmarked allocations are as follows:
- Initiative Africa – Democracy & Human Rights – SEK 13,000,000
- Christian Relief and Development Associations (CRDA)
  – Sexual & Reproductive Health & Rights (SRHR) & HIV/AIDS & Environment – SEK 17,000,000
- Network of Ethiopian Women Associations (NEWA) – Gender and FGM – SEK 7,500,000
- Pact Ethiopia – Gender & FGM – SEK 17,000,000
- Pathfinder International –Ethiopia – SRHR incl. HIV/AIDS SEK 31,000,000
- Save the Children Denmark (SCDk) – Children's Rights SEK 8,500,000
- Consortium of Reproductive Health Associations (CORHA) – SRHR incl. HIV/AIDS
  – SEK 7,500,000
- Jerusalem Children and Community Development Organisations (JeCCDO)
  – Children's Rights – SEK 6,000,000
- Sustainable Land Use Forum (SLUF) – Environmental Protection – SEK 7,500,000

Direct core funding provided to:

Prison Fellowship Ethiopia	– SEK 750,000
Youth Action for Development Association	– SEK 150,000
Mekuria Theatre and Development	– SEK 600,000
Mother Theresa Home for HIV Positive Children	– SEK 1,050,000

The general objectives of the programme are:

- to contribute to *the empowerment of civil society* to enable its organisations to play a more active role in dialogue and advocacy on the political, economic and social development in Ethiopia;
- to *promote CSOs involvement* in the delivery of innovative developmental activities as active forces and partners in the poverty reduction programme and the fight against HIV/AIDS.

A mid term review of the CSO support programme was carried out during September–November 2006. The review maintained that the programme seems to be progressing well and appears to be promising. However, it recommended that a final evaluation be undertaken in order to review the viability and sustainability of the overall programme.

2   Purpose and Scope of the Evaluation

As was implied at the inception of the CSO support programme in 2002–2003 and recommended by the mid-term review, an in-depth/final evaluation shall be carried out at the end of the programme period (2007) to inform the design of a possible following phase of the support. The current agreement has been prolonged up to December 2008 to allow for readjustments and/or implementation of recommendations made by the evaluation and accepted by Sida.

The overall purpose of the final evaluation is to examine whether the programme contributes to create relevant possibilities for the CSOs to do advocacy on political, economic and social development in Ethiopia as well as to undertake service delivery interventions and dialogue on policy issues as laid down in the objectives of the programme (cf. above).

The evaluation should also help the Embassy/Sida and its partners to assess if the interventions are effectively implemented and assess achieved results. The current model of work via Specialised Umbrella Organisations should be reviewed in terms of cost-effectiveness as compared to alternative models.

The emphasis of this evaluation should be to look back, i.e. to provide solid conclusions on outputs of the programme and the sampled projects/sub grantees. If need be, the evaluation could suggest improvements for the future planning, implementation, monitoring and evaluation of the programme. The outcome of the evaluation is expected to be a relevant input to the next country strategy for development cooperation with Ethiopia 2009–2011.

3   The Assignment

The evaluation should cover the current operations of the SUOs and their sub grantee CSO partners as well as projects terminated (if any). The evaluation should address the following:

3.1 The Swedish CSO support programme was initiated in 2004 to introduce a systematic *working modality* for the long-term support to the Ethiopian civil society organisations implemented through nine SUOs.

- How effective is this umbrella arrangement?
- To what extent have the programme and its many projects achieved their objectives and expected outputs so far?

3.2 According to the mid-term review the programme *shows potential for longer term involvement*. The following *issues* however need to be reviewed in-depth:

- How have the interventions affected different groups – beneficiaries and stakeholders?
- How do the beneficiaries perceive the effects of the results?
- To what extent can the changes that have occurred from the project be identified and measured?

3.3 The mid-term review also suggested that a more thorough analysis be done of how the projects have changed the level of *participation and interaction* between different groups (power structures, women and men, girls and boys) at the community level.

- Who are the stakeholders and how do they participate? Are participatory methods used in planning and implementation of programmes and if so, what effect do they have on the outcome?
- Could there also be target groups or areas of support that are neglected and ought to be given higher priority in the programmes?

3.4 How are the *working relations* between the local governments (e.g. the woredas) and the Sida specialised umbrella organisations and their sub grantees?

- Are the interventions contributing towards solutions for the development problems at hand in relation to Ethiopia's poverty reduction programme (re: PASDEP)?
- Are the interventions consistent with Sida's policies and priorities, including the ultimate objective of poverty reduction (Sida's Perspective of the Poor)?
- Are the interventions complementary to, or consistent with activities supported by other donors?

3.5 The evaluation is expected to assess whether the role of civil society organisations has been enhanced, as a result of the increased contribution from Sweden.

- Has it enabled CSOs to play an active role as 'watchdogs' of the society to *assure accountability?*
- Have the SUOs and their sub-grantees developed their capacity to mobilise communities to organise and fight against HIV/AIDS, ensure delivery of essential services and realise their rights?
- On 'women's empowerment' are they enabling and/or bringing the women/girls on to the road to empowerment?

The *rights perspective* should be an important aspect of the evaluation.

3.6 Given the increased demand for expertise in the SUOs, would they have the *capacity* to expand their mandate to include other development partners/donors?

- How *efficient* is their programme management?
- What measures have been taken during planning and implementation to ensure that resources are efficiently used?
- Could the interventions have been implemented with less resources and still maintain the desired results i.e. how *cost effective* is the programme?
- Are the internal M&E mechanisms satisfactory in terms of building a satisfactory level of *quality assurance?*
- How are the lessons learnt and knowledge gained institutionalised?

3.7 How well does the SUO model serve the civil society support programme's purpose? Have the basic objectives, like the ones below, been achieved?

- to create a viable grant management system;
- establish a strengthened civil society (sector) where more CSOs and community based organisations (CBOs) could be *empowered* in different ways leading to pluralism and the strengthening of the democratisation
- develop of the *capacity* of the SUOs to become institutions characterised by *good governance,* including effective management, a reliable financial system and accountable organisations?
- enhanced institutional capacity well enough to *sustain* themselves and resources if/when donor support comes to an end? Do they have the broad and diverse enough group of donors in order not to *risk over-dependency* on Sida? What preparation if/when the Sida support comes to an end?

3.8 The evaluation shall aim to make recommendations (among others)on:

- whether or not Sida should continue with the SUO modality; if 'yes' to indicate ways in which the programme could be improved and whether the priority areas should be increased or changed, etc
- whether such support to the CSO should be part of a more harmonised approach with other donors
- possible next steps.

4   Methodology, Evaluation Team and Time Schedule

4.1 The evaluation is commissioned by the Embassy of Sweden in Addis Ababa (representing Sida). Representatives from both the Embassy of Sweden, all the nine Specialised Umbrella Organisations (SUOs) and as many sample representative sub grantees as is possible, depending on time and travel arrangements, will be available to the consultant/s throughout the evaluation process.

4.2   Method
The consultants shall review relevant background documentation on the programme, e.g. documents available at the Embassy documentation on the SUOs as well as any other documentation available with each SUO.

The minimum list of Embassy documentation to be reviewed contains the following items that will be provided by the Embassy: *Sida Policies and Guidelines; –Initial and Final Assessment Memoranda done at the Embassy; – Specialised Umbrella Organisations (SUOs) Capacity Assessment Reports; – Memorandum of Understandings; Specific Agreements; – Proposals from the SUOs; – Reports from the SUOs (Quarterly and Annual) & Audit Reports; – Ethiopian NGO draft legislation; – Other donor partners Civil Society Support programme documents.*

The consultants will visit and hold discussions with all the nine SUOs and a representative and well balanced mix (thematic issues, geographical locations, size of actual support) of at least 30 sample sub grantee partner organizations and projects, in order to ensure informed findings. The consultants should also assess and obtain information on the organizational capacity and performance of each. Selection of SG partners, the locations and/or organisations to visit will be done by the consultants in consultation with the Embassy.

4.3 The consultants shall conduct in-depth interviews, (or use focus groups or other methods) with key informants, beneficiaries and other stakeholders (including woreda officials) related to the programme. All the meetings with donors and other complementary organisations and partners should be arranged by the team.

4.4   Composition and Competence of the Evaluation Team
The Consultant/s assigned to carry out the evaluation are called off from the "Framework agreement for Consulting Services in relation to Civil Society" with the regard to services of evaluations/developments of methods, March 2007.

The Consultancy team

a) *consisting of two internationals and two nationals* – should seek to have a gender balanced team.

b) shall ensure that there is an appropriate knowledge about civil society in general contexts and preferably also the Ethiopian context, forming a sound part of the evaluation, e.g. through the use of national (or regional) consultants.

4.5   Time & schedule
The evaluation work should be carried out during the period February–April 2008. The Consultant/s shall propose an appropriate amount of working days and a realistic time table for the assignment to be negotiated. The time table shall include the necessary time for report writing. In order to visit at least

30 sub grantees, the Embassy estimates a need for 2 weeks outside of Addis Abeba for two groups of two consultants each.

5   Reporting

The evaluation shall be started no later than the February 10, 2008. A draft work plan shall be discussed with the Embassy immediately upon arrival.

A preliminary report shall be presented to the Embassy of Sweden and the nine SUOs for consideration and discussion at a wrap-up workshop before the international team leaves the country.

The draft final report should be delivered not later than the two weeks after the wrap-up workshop. Sida and the nine Specialised Umbrella Organisations will provide written comments on the draft final report 2 weeks after receiving it, and the consultant will provide a final report no later that two weeks after receiving those comments.

The report shall also include:
* List of acronyms, tables and figures
* Executive Summary of findings and recommendations
* Evaluation purpose and scope
* Methodology
* Findings, lessons learned and conclusions
* Recommendations

The final report shall not exceed 30 pages, excluding Annexes, and be submitted electronically and in 15 (fifteen) hardcopies.

The report shall be written in English. The final report must be presented in a way that enables publication without further editing. The format and outline of the report shall therefore follow, as closely as is feasible, the guidelines in the Sida Evaluation Manual – a Standardised Format (Annexed). The evaluation shall be written in programme Word 6.0 or later version as attached file and copy on CD. Subject to decision by Sida, the report could be published in the Sida Evaluation series.

6   Procedures For Call-Off Proposals

The Embassy will, after evaluating the call-off proposals, decide upon which call-off proposal is most suited for the assignment. It will then make a decision and sign the call-off orders under the "Framework agreement for Consulting Services in Relation to Civil Society" with the regard to services of evaluations, March 2007.

The call-off proposal shall present the following information:
– How and when the assignment is to be done;
– The working methods employed in order to complete the assignment and secure the quality of the completed work; use a participatory approach and if possible have a gender based team including local consultants;
– For each study question raised in section 3 above, the methods for data generation should be explicitly mentioned;
– State the total cost of the assignment, specified as fee per hour for each category of personnel, any reimbursable costs, any other costs and any discounts (all types of costs in SEK and exclusive of VAT);
– A proposal for time and working schedules according to the Assignment

Evaluation Matrix

Issue	Selected evaluation questions	Methods and tools for data gathering and analysis	Comments
1. Working modality – effectiveness and efficiency	Achievement of objectives and expected outputs? How effective is the umbrella arrangement? Comparison with alternative modalities?	Document Reviews: Policy/legislation docs; Capacity Assessments; MOUs; Specific Agreements; Reports from SUOs, Audits; Midterm review SUO self-evaluation: SWOT Interviews/focus groups with SUOs, SGs, Sida, other NGOs, donor representatives	Related to issues 6 and 7
2. Effects of interventions and attribution	Effect (and impact) – intended and unintended – of interventions on intended beneficiaries and stakeholders? Attribution and measurability of changes and results?	Stakeholder analysis – Grass-roots, SGs, others Self-evaluation Beneficiary/target group perceptions: Change assessment and scoring tool, CAST Most significant change, MSC, and other participatory tools	
3. Participation, inclusion and exclusion	Programme-induced changes in participation and interaction? Application of participatory methods in planning and implementation – with what effect on outcomes? Inclusion and exclusion of specific groups? Neglected areas of support?	Stakeholder analysis – power structures, gender and age disaggregated information Review of documents and interviews with key stakeholders Target group perceptions – as under 2, incl. participatory institutional assessment diagrams	
4. Working relations, alignment and harmonisation	Quality of working relations between local governments, SUOs and SGs? Alignment with Ethiopia's PASDEP and contribution to solutions of problems? Consistency with Sida policies and priorities? Harmonisation/consistency/complementarity with activities supported by other donors?	Review PASDEP reviews and other Ethiopian policy and stock-taking reports Revisit Sida policies and priorities Interviews with representatives of local governments (e.g. woredas), Sida and other donors	
5. Accountability, advocacy, and rights perspective	Contribution of increased Swedish support to CSOs' role as 'watchdogs' of the society, i.e. role in dialogue and advocacy on political, economic and social development? Capacity enhanced for advocacy work to mobilise communities, e.g. to fight HIV/AIDS? Capacity enhanced for innovative service delivery? Capacity enhanced to work with a rights perspective and realise the rights of different groups (e.g. children, women)	Interviews/focus groups – with primary, secondary and key stakeholder groups, centrally and on the grass-roots, concerning perceptions and assessment of changes in capacity re: – dialogue and advocacy – community mobilisation – traditional vs. innovative service delivery – approach to a rights-perspective Observation during field visits	

Issue	Selected evaluation questions	Methods and tools for data gathering and analysis	Comments
6. Organisational capacity analysis of 9 SUOs	What is the capacity of the 9 SUOs for: – expanding their mandate, and – include other development partners/donors? How efficient is their, – programme management – characterised by good governance, reliable financial system and accountable organisations – adjustment to resource use (cost effectiveness) – M&E mechanisms, quality assurance and institutionalisation of lessons learnt?	Inputs from the proposed Self-evaluation and follow-up workshop with SUOs Triangulation/data validation with other than SUO stakeholders Review of overall financial figures	Related to issues 1 and 5
7. Overall SUO model feasibility, empower-ment and sustainability	How well does the SUO model serve the CSO programme, in particular regarding objectives such as: – a viable grant management system – empowered CSO 'sector' with ability to strengthening the democratisation process – minimising donor dependency, and – enhanced sustainability if/when donor support comes to an end?	Synthesising findings from the overall evaluation. Outline scenario 'work modalities' Triangulate findings and scenario models in workshop with key stakeholders	Related to issues 1 and 6

Annex 2: (a) List of SUOs and Current SGs, Project Duration and Sample SGs visited during the Evaluation Field Trip, March 2008 (b) Brief on SUOs

No SUO and Name of the Project Holder	Project		SGs sampled for evaluation
	Starting Date	Finishing Date	
Initiative Africa			
1 Alemayehu Haile Memorial Foundation for the Advancement of Legal Research	20 06	09/2008	
2 Ethiopian Bar Association	10/2004	09/2008	•
3 Forum for Social Studies	10/2004	09/2008	•
4 Harari Women Entrepreneurs	2007		
5 Harari Relief and Development Association	10/2004	09/2008	
6 Organization for Social Justice in Ethiopia	2007	09/2008	•
7 National Network of Positive Women Association	2007	09/2008	
8 Eshet Food Processing Cooperative	2007	09/2008	
NEWA			
1 Welfare for the Street Mothers and Children Organization (WeSMCO)			
2 Women in Self Employment (WISE)			
3 Kembatta Women's Self help Center (KMG)			
4 Siiqqee Women Development Association (SWDA)			
5 Ilu Women and Children Integrated development Association (IWCIDA)			
6 Mujejeguwa-Loka Women Development Organization (MLWDO)	09/2004	11/2008	•
7 Gender Focus Ethiopia (GFE)	09/2004	11/2008	•
8 Women Association of Tigray (WAT)			
9 Good Samaritan Association (GSA)	09/2004	11/2008	
10 Covenant for Ethiopian Support (CFES)	09/2004	112008	
11 Ethiopian Nurse Midwives Association (ENMA)			
12 Handicap National (HN)	09/2004	10/2008	
13 Marefia Children's Center (MCC)	09/2004	11/2008	
14 Rohi Weddu Pastoral Women Development Association	09/2004	11/2008	
15 Women & Children Empowerment Association (WaCEA)			
16 Ethiopian Initiative for Development (EID)			
17 Beza organizing Association of women in need	11/2007	12/2007	
18 Youth Christian women's Association(YCWA)	11/2007	12/2007	
19 Addis Tesfa Ena Raey Lesetoch Degaf) Mahiber (ATRLDM)	11/2007	12/2007	
20 Ethiopian Initiative for development			
SCD			
1 Children Aid Ethiopia/CHAD-Et	01/2005	12/2008	•
2 Forum on Street Children Ethiopia/FSCE/	01/2005	12/2008	•
3 Facilitators for Change Ethiopia/FCE/	01/2005	12/2008	
4 Organization for the Prevention, Rehabilitation and Integration of Female Street Children/OPRIFS/	01/2005	12/2008	

No SUO and Name of the Project Holder	Project		SGs sampled for evaluation
	Starting Date	**Finishing Date**	
5 Multi-purpose Community Development Project/MCDP/	01/2005	12/2008	
JeCCDO			
1 Addis Alem Cooperatives Union	01/01/2005	30/09/2008	
2 Association for Nation-wide Action for Prevention and Protection against Child Abuse and Neglect (ANPPCAN)	01/01/2005	30/09/2008	
3 Bahir Dar Kebele 12 Community Development Association (CDA)	01/01/2005	30/09/2008	•
4 Center for Development Initiatives (CDI)	01/01/2005	30/09/2008	•
5 Integrated Family Service Organization (IFSO)	01/04/2005	30/09/2008	
6 Network of Organizations working in support of OVC	01/01/2005	30/09/2008	
7 Wabe Children Aid and Training (WCAT)	15/02/2005	30/09/2008	
8 Zema Setoch Lefitih	01/01/2005	30/09/2008	
PACT			
1 Addis Development Vision/ADV/	02/01/05	31/12/08	•
2 Alem Children Support Organization/ACSO/	01/15/06	31/12/08	
3 Cher Ethiopia Society for Humanitarian and Development Assistance	02/15/06	31/12/08	
4 Cheshire Foundation Ethiopia/CFE/	06/28/05	12/31/08	•
	01/15/06	31/12/08	
5 Education for Development Association/EFDA/	06/28/05	31/12/08	
6 Ethiopian Rural Self Help Association/ERSHA/	02/01/05	31/12/08	•
7 Ethiopians for Ethiopians-Ethiopia/EFEE/	02/15/06	31/12/08	
8 Ezana Ethiopia Development Association	06/20/06	31/12/08	
9 Guraghe People's Self-help Development Organization/GPSDO/	10/01/06	31/12/08	
10 Kulich Youth Reproductive Health Development Organization/KYRHDO/	01/15/06	31/12/08	
11 New Life Teen Challenge Development Program/NL.TCDP	06/28/05	31/12/08	•
12 RATSON: Women, Youth and Children Development Program	06/28/05	31/12/08	
13 Redeem the Generation Ethiopia	01/15/06	31/12/08	
14 Rural Reach Ethiopia/RRE/	01/15/06	31/12/08	
15 Save Your Holy Land Association/SYHLA/	02/01/05	31/12/08	
16 United Volunteers Development Organization for Children and women/UVDOCW/	01/15/06	31/12/08	
17 Women Support Association/WSA/	02/01/05	31/12/08	
18 Oromo Grass root Development Association/HUNDEE/	01/2006	31/12/08	•
Pathfinder International Ethiopia			
1 Tilla	01/2005	31/12/08	•
2 Yemahiberesebotch Limat Mahiber	05/2005	31/12/08	
3 SEPDA	05/2005	31/12/08	
4 EECMY/SWS	02/2005	31/12/08	
5 Mekdim	02/2005	31/12/08	
6 Egna Le Egna	02/2005	31/12/08	
7 IMPACT	03/2005	31/12/08	
8 AGOHELD	03/2005	31/12/08	•
9 Nutrition Plus	03/2005	31/12/08	
10 CETU	02/2005	31/12/08	

No SUO and Name of the Project Holder	Project		SGs sampled for evaluation
	Starting Date	Finishing Date	
11 BICDO	07/2005	31/12/08	
12 GRRDA	03/2005	31/12/08	
13 Netsebrak	02/2005	31/12/08	•
14 Ethiopia Aid	02/2005	31/12/08	
15 Mahbere Hywot Ethiopia	03/2005	31/12/08	
16 OSSA	05/2005	31/12/08	
17 TDA	03/2005	31/12/08	
18 TYA	03/2005	31/12/08	
19 Mums for Mums	02/2005	31/12/08	
20 Tikuret (TGPDA)	02/2005	31/12/08	•
21 MAPPE	02/2005	31/12/08	
22 Sisters' Self Help Association	02/2005	31/12/08	
23 Dire Dawa Women Association	02/2005	31/12/08	
VI. CORHA			
1 Amhara Development Association (ADA)	01/2005	31/12/08	•
2 Oromia Development Association (ODA)	01/2005	31/12/08	•
3 Professional Alliance for Development in Ethiopia (PADET)	01/2005	31/12/08	
4 Save Your Generation Association Ethiopia (SYGE)	01/2005	31/12/08	
SLUF			
1 African Development Aid Association (ADAA)	01/2005	12/2008	
2 Agri-Service Ethiopia (ASE)	01/2005	12/2008	
3 Center for Human Environment (CHE)	01/2005	12/2008	•
4 Ethiopian Environmental NGO (EENGO)	01/2005	09/2008	(No cost project extension)
5 Ethio-Wetlands and Natural Resources Association (EWNRA)	01/2005	12/2008	
6 Forum for Environment (FfE)	01/2005	12/2008	•
7 Support for Sustainable Development (SSD)	01/2005	12/2008	
8 Sustainable Natural Resources Management Association (SuNaRMA)	01/2005	09/2008	(No cost project extension)
9 Water Action (WACT)	01/2005	12/2008	
CRDA			
1 Addis Ababa Mulu Wongel Believers Church Relief and Development Program	10/03/05	31/12/08	
2 Ethiopian Orthodox Church Development and Inter Church Aid Commission	16/03/05 01/01/08	31/12/08	
3 Partners for Sustainable Development in Ethiopia	17/03/05	31/12/08	
4 ADHENO-Integrated Rural Development Association	16/03/05	31/12/08	
5 Afar Pastoralist Development Association (APDA)	29/07/05	31/12/08	
6 Participatory Poverty Reduction Organization (PPRO)	04/08/05	31/12/08	•
7 Ogaden Welfare and Development Association (OWDA)	08/08/05	31/12/08	
8 Progress Integrated Development Organization (PICDO)	30/07/05	31/12/08	•
9 Education for Development Association (EFDA)	29/07/05	31/12/08	
10 Action for Self Reliance Organization	04/05/05	31/12/08	

| No SUO and Name of the Project Holder | Project | | SGs sampled for evaluation |
	Starting Date	Finishing Date	
11 Society for Women and AIDS in Africa-Ethiopia	27/04/05	31/12/08	•
12 Ethiopian Guenet Church Dev't & Welfare Organization	28/04/05	31/12/08	
13 Oromo Self Help Organization (OSHO)	25/04/05	31/12/08	
14 Anti Malaria Association	28/04/05	31/12/08	
15 Hibreteseb Akef Limat Dirijit	27/04/05	31/12/08	
16 Organization for Rehabilitation and Development in Amhara (ORDA)	17/05/05	31/12/08	
17 Relief Society of Tigray	20/05/05	31/12/08	
18 Ethiopian Red Cross Society – Tigray Branch	17/10/05	31/12/08	
19 Pastoralist Concern Association	22/04/05	31/12/08	
20 Mother and Child Development Organization	31/10/05	31/12/08	
21 Dawn of Hope Ethiopia –Awassa Branch	11/10/05	31/12/08	•

Brief on SUOs

The following briefs on SUOs are composed of a template filled in by the individual SUOs in March 2008 followed by the evaluation team's narrative text.

Variable	Comment/text
Name of SUO	**Initiative Africa, IA**
Area of expertise (knowledge & skills): (1) Overall in the organisation; (2) in Sida supported programme	(1) Initiative Africa possesses technical expertise in providing advocacy and network building support to nongovernmental organizations in promoting political and civil rights at local, national and regional levels. (2) To Sida supported program IA brings organizational, communication and facilitation skills combined with knowledge of issues. IA also brings leadership development and stresses measurement and evaluation methods to promote learning in all its projects
SUOs total budget in 2007 and Sida grant's share	2007 Total Budget: ETB 8,510,000.00 Sida Grant Share: ETB 3,840,000.00
Number of sub-grantees 2004 2005 2006 2007	 2 SGs 25 SGs 18 SGs 7 SGs
What are the selection/exit criteria for SGs	**Selection Criteria:** Beside the maintenance of up-to-date operational licenses, IA requires (a) sufficient evidence of working in HR/D (institution and/or key staff); (b) availability of basic operational instruments (functioning board, operation/financial manuals, management staff, office); (c) good legal standing and commitment (no court cases, resources, support from other partners). **Exit Criteria** It is usually symbolized by a meeting between IA and grantee in which all aspects of the grant (results, impacts) are discussed along with any final tasks that must be completed. IA is currently working on step by step guidance on how to develop, implement and monitor sound exit Strategies.
Geographical coverage	AA (38 SGs), Tigray (1SG), Benishangul (3SGs), Oromia (3SGs), Gambela (1SG), Afar (1SG), Hareri (2SGs), Amhara (2SGs) 1SGs serving all regions and technically IA covers all regions of Ethiopia

Variable	Comment/text
Name of SUO	**Initiative Africa, IA**
Number of beneficiaries/other tangible measure of results, according to SUO	**Direct beneficiaries:** HR Activists [15,000–20,000]; Community leaders [8,000–10,000]; professionals i.e. prosecutors, judges, police, teachers [5,000–6,000]. Gender balance may be estimated at 70/30 male/female **Indirect beneficiaries:** a substantial number of the adult population at large
Types of internal capacity building activities/size of budget 2007	Trainings workshops; Procurement of office equipment, broadband, automation of grant system Total budget for internal CB is: 145,000.00
SUO's capacity for and role in support of SGs	With its small staff, IA has effectively used its internal capacity to assist SG develop better projects, improve their management and networking efforts and learn from their interventions. It also invested in automating its grant making system and competencies to provide greater levels of grant making impact to our society. IA has been active in providing wide range of information support through its regular e-newsletter (I-Opener).
Types of external (SG) capacity building activities/size of budget 2007	• Trainings workshops; • One to one consulting • Study tours • Specific experts/consultant assistance support (i.e. fund raiser) • Procurement of equipment Total budget for external CB is:
Reflection on external environment for civil society work	The Federal Government of Ethiopia wants to take its human rights commitments seriously. Unfortunately it has difficulty in reconciling its actions on the ground, particularly following the national elections of 2005 when its own record and actions have been questioned, with what it wishes to do to advance HR and Democracy in the country. The continuous intimidate activists, the private media, and political oppositions, working on issues of human rights. Although the government says it is committed to continual improvement, the democratic system of government remains in poor state. The weak media and civil society, the executive dominated branches of government, and the feeble rule of law work fail to act as correctives.
Use of monitoring indicators – which? for what?	IA's indicators set adopted try to address three areas: (a) incidents related to changes brought as a result of the project; (b) the capacity and knowledge delivered to target beneficiaries; and (c) the SG capacity to deliver and expand its actions. These indicators are generally reflected in each logical framework matrix of SG
Monitoring system used?	IA uses: • Situation Analysis missions at the early stage of the project implementation; followed up by • regular visits and/or phone calls; • progress reports, • final evaluation and terminal reports. These reports are always followed up by interviews and meetings.
Is a Rights based approach used – and how is it applied? How can it be traced?	IA's performance is increasingly measured against its overall contribution in advancing basic human rights and democratization in the context of poverty reduction. It's action, in the past three years focused on building and strengthening national and regional capacities to promote and protect human rights within the context of a rights-based approach, while ensuring that this is linked closely to poverty reduction strategies and the MDGs.
Does SUO have the capacity to add new thematic priority area(s) to its mandate? Which?	IA has capacity to expand its services in the areas of education, notably in the formulation, implementation and monitoring of strategies for educational development. In the past years IA has worked with students, teachers and administrators in improving the quality of decision making and leadership in schools.
Does SUO have the capacity to extend the number of sub-grantees?	IA has enough capacity to increase the number of SG it supports as well as expand its capacity building services.

Variable	Comment/text
Name of SUO	**Initiative Africa, IA**
SUO's assessment of the cooperation with Sida	The current partnership culture, although flexible and dynamic, needs further strengthening by undertaking joint activities i.e. workshops, study tours, experts visits etc. Perhaps an annual SUOs conference may be one mechanism to reinforce the partnership.
SUO's assessment of the Umbrella model	The umbrella organization model does facilitate contact among the members but it's not yet clear how it can be made to provide incentives for cooperation. The network for member communication within the SUOs is currently underutilized. Consequently, coordination has taken place, but not to the extent that could be possible
Documents reviewed	Progress reports, individual project evaluation reports, annual reports, and other case studies.

General information about Initiative Africa, IA

Initiative Africa is a non-profit organization established in 2002 and registered at the Ministry of Justice under licence number 916. Its mission is fighting inequality, injustice and power differential by promoting actions that advance Human Rights, Good Governance and Democracy through building the capacity of local NGOs/CSOs working in the area. Its programs include HR/D, Governance, HIV/AIDS, Trade and Development. The objective of Sida funded program in particular is to promote learning and dialogue on governance issues and implement innovative programs to advance HR & Democracy. Major donors include Sida, EU, ANMEE, CIPE, PBS (World Bank-GTZ), Finland Embassy and Save the Children Sweden.

Programme management

IA is governed by a board of directors where the executive director is responsible for the day-to-day activities. It has 20 staff (11 male and 10 female) and the Sida program is administered by 3 program and 1 support staff. It works with 52 partner organizations and 12 senior research fellows with an average annual budget of 7 million, of which Sida covers over 45%. The Sida program in particular is assisted by a Program Advisory Committee (PAC). The role of PAC is to: define priority areas; provide overall guidance and direction on the program; advise/review project proposals; provide views on monitoring of progress and evaluation reports; advise on and help foster the development of international collaborative activities; advise and foster the development of partners' engagement. *Project selection/exit criteria and practice*

IA used three instruments to access the Sida grant to partners: (i) Discretionary calls for proposals with limited number of thematic themes; (ii) Micro projects – specific gap filling activity or/and urgent actions/important opportunities i.e. support to organizing a conference/meetings/training etc. on election; and (iii) Unsolicited proposal. Eighty (80) organizations were contacted for submitting proposal and 43 were able to submit and after rigorous screening and selection process IA was able to fund a total of 26 organizations that had projects in line with its defined eight themes. These are: Strengthening the capacity of civil society, Improving human rights education and training, Promoting freedom of expression and the role of independent media, Increasing participation, transparency and fairness in elections, Increasing transparency in the legal system and strengthen the institutions, Governance-strengthening the civic sector and improve conflict prevention and resolution mechanisms, Integrating minorities' input into the local government process.

IA makes preliminary review/pre-screening of project proposals submitted and respond within fifteen days whether the project is consistent with IA's operational strategy and policies. The applicant will then further develop and/or improve the project using a logical framework approach together with its conventional project design approach. The idea behind the log frame is not to impose it as the sole funding requirement, but rather as an additional management and planning tool that is used together with an accompanying separate format that outlines the methodology. Preparation of project proposal

is the responsibility of the applicant. Yet, IA works closely with the applicants to maintain the standard and quality of proposals, and as part of a capacity building process through on the job training. In order to facilitate this exercise, a team of external consultants are involved and a Program Advisory Committee (PAC) has been established towards the end of 2005. PAC is formed from among partners to increase their participation in grant making process, selection and monitoring of projects. IA conducts due diligence of the applicant before preparing the final contractual agreements. The time between final approval and the release of the financing is completed within eight days.

Outreach

With all the setbacks, IA manages to serve the underserved and promote representation of the under represented groups, for example organizing the informal workers, promoting representation of minorities in to the local government process. It has also contributed to the increase and strengthening of CSOs working in the area of Human Rights, Democracy & Governance. IA commented: "Because of the capacity building support and the fund they get from the Sida/CSO support program, they are able to get other donors." Thus, the capacity building process is as important as the fund itself to these nascent CSOs, according to IA. The image of IA has also improved due to Sida funding and it is able to access other big donors' money such as the EU civil society fund. The Sida support contributed to the multiplicity of organizations. In the short run, IA works to improve/upgrade CSO internal management capacities, to define priority areas and mobilize and educate the public on HR, Democracy and the role of CSOs. In the long run, however, it is much more concerned to bring about "Culture of Activism" and develop National Observatory System (work on outcome indicator). There is no culture of struggle and claiming rights in the Ethiopian society and volunteerism is also relatively weak. So the whole idea is to promote culture of activism, transparency and accountability.SUO relationships –

With SGs

According to the IA, genuine human rights organizations are few in the country and fragile due to limited experience and lack of support from government and donors compared to CSOs in other sectors. A case in point, IA is the only SUO in the sector which is unable to enjoy the twinning arrangement in the Sida model, which the others are taking advantage of. Given the window of opportunity the Sida fund provides for such capacity building and given the situation, it is IA's sincere commitment and belief to work closely with partners/SGs and build their capacity beyond funding. The result is more of a coaching and mentoring role, and not a donor recipient kind of relations IA has with its partners. In a few cases, however, there are strong and liable SGS of IA who need and can access direct funding from Sida instead of going through IA. The evaluation team recommends the need to look into alternative funding mechanisms – such as core funding – for such huge advocacy and research organisations to give them opportunity for longer-term commitment instead of short-term projects.

With Government/local government

Relation with the government has never been easy to independent human rights organizations and not different for IA and its partners. Yet, IA enjoys its neutrality as the government labels it with the opposition and the opposition labels it with the government. IA strongly believes in how CSOs and the government should complement each other and started projects to promote transparency and accountability of the government to its people. One of such projects is Participatory Budgeting in Debre Birhan town. It is a pilot project with possible scaling up to other regions and the different tires of government. Such projects encourage good governance and accountability of government and CSOs to their constituency.

"Many democracy promoters [mainly local citizens] frequently vest unrealistic hopes in civil society as a democratic and democratizing force. They argue that, bolstered by outside assistance, such as the Sida HR/D Grant, local civil societies of democratic-minded, nonpartisan, peaceful citizens should erode authoritarian tendencies. They often expect these civil society groups to operate as they are thought to in the United States or Europe – that is, to act as a counterweight to state power and to "check" or

otherwise influence government behavior. This doesn't seem to happen yet. There is still too much concentration on the 'soft' aspect (training) of the HR/D issues as opposed to challenging government abuses. This is why most of the projects supported by IA reveal heavy concentration on training and organizing wide audience discussions in support of democratization and human rights fostering. These activities may lead to positive changes but their impact in the short to medium term towards contributing to the democratic process remains questionable."[16]

With Sida

IA appreciates the partnership and flexibility approach of Sida that makes the program successful. The decision is left for IA to sponsor 5 or 50 organizations with the fund. This helped to grow and even feel more responsible. Sida gives guidance not standard format for narrative or financial reports, which is part of the flexibility. Although it still needs longer-term commitment, it is relatively better compared to other CSO funding of one year, with a huge demand in getting the fund and the feedback/reporting standards and requirements.

Comments on Budget

There is no significant audit comment given to IA and presentation of audit report by funding agencies is much appreciated. In terms of fund allocation of 75/25 for SG grant and Capacity building, the later for SUO and SG, 12 and 13 percent respectively, is not clearly set however.

In the 2004/2005 and 2006 annual report, SGs have a fair share of 77% and 74% from the total allocation for the year. In the third year (3 quarters of 2007) however, this share went down to 55%. Also the two budget lines for the 25% allocation (management/administration and overhead cost), considerably varies each year. Therefore, first capacity building at the SG and SUO level should be defined contextually and second, there has to be reasonable allocation, and implementation should be in accordance with the allocation.

IA is in the process of developing a Financial Management System which should facilitate overview and transactions with SGs. The system was not fully developed during the evaluation and will not be of benefit in the current programme period.

Views on Umbrella Organisation

The umbrella organisation is judged by IA as having a good potential to help strengthening the capacity of small NGOs/CSOs both directly and indirectly. Also the potential – and practice of knowledge sharing is deemed valuable. See Template above.

Selected points from Self Evaluation

A few selective critical issues and threats are quoted here:

- Lack of strong and regular presence in regional administration and weak capacity of region based organizations;
- Lack of capacity of CSOs/NGOs based in areas such as Afar, Gambela, Benishangul-Gumuz and Somalie regions to advance human rights and democracy.
- Lack of organizations/associations willing to work on corruption, freedom of expression and minority issues.
- Government policy regulating activities of NGOs/CSOs. There is uncertainty relating to the upcoming legislation on civil society organizations: what it will mean for CSOs/NGOs working in the field of human rights, advocacy, good governance, lobbying, etc.
- Policy processes are not open to CSOs engagement (limited space and regulation)
- Weakening donors support and projects requiring substantive and regular resource are not being supported

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[16] IA annual report 2005, p 12

Overall assessment

Given the Human Rights, Democracy and Governance sector is underdeveloped by any standard (number and quality of CSOs, government support and openness, donor funding), the gap is so wide and the need is so huge. It seems that because of this huge need, IA is tempted to involve in a wide range of HR & DG issues. This has scattered its efforts and it lacks focus in certain areas of specialization. IA should focus on longer-term commitments to its partners rather than on one-time grants for training and workshops and establish follow-up mechanisms.

IA represents only few CSOs working in the HR & DG sector as the only umbrella in the Sida/CSO support program. Therefore it needs more and more likeminded CSOs to share the burden. Because of its pioneering role as specialised HR& DG CSO, IA would benefit the sector, if it focuses on strategic issues and capacity building (of existing CSOs and help new ones to emerge). In case the Sida umbrella model continued, the program should encourage at least one HR/DG umbrella organization to twin up with IA for mutual learning and support, with the ultimate aim of serving the purpose: Promoting Pluralism through strengthening the Civil Society Sector.

Variable	Comment/text
Name of SUO	**Network of Ethiopia Women Associations, NEWA**
Area of expertise (knowledge & skills): (1) Overall in the organisation; (2) in Sida supported programme	1) Action oriented Research, advocacy on gender issues and equality, training and data base establishment on gender, networking and partnership with other gender focussed organizations 2) Capacity building(training on project management) to sub grantees and provide technical backstopping in addressing women's rights, combat FGM/HTP, women's economic empowerment and reproductive health rights
SUOs total budget in 2007 and Sida grant's share	Total budget: 2.7 million Sida grant's share 46.2%
Number of sub-grantees – 2004, 2005, 2006, 2007, 2008.	2004–2007 = 17 sub grantees October 2007–2008 = 10 sub grantees
What are the selection/exit criteria for SGs	**Selection criteria** Proven legal status Women based organization or experience in gender based programs Relevance of the organizations objectives to the support program Areas of operation (working with disadvantaged groups) **Phase out** (community participation, capacity building, consistent with government policies, partnership and net working and the strength of the SGs to continue the program without Sida support)
Geographical coverage	Oromia (6 SGs), Benshangul Gumuz (2 SGs), Afar (2 SGs), Hararai (1 SGs), Somalia (1SGs) and Addis Ababa (6 SGs) and SNNP(1)
Number of beneficiaries/other tangible measure of results, according to SUO	
Types of internal capacity building activities/size of budget 2007	Staff recruitment, office furniture and other office facilities and running cost like fuel etc 13% of the total grant
SUO's capacity for and role in support of SGs	**Capacity:** NEWA has demonstrated its capacity in managing grant fund, building SGs capacity via training and close technical supervision and support, project monitoring and evaluation, networking, **Roles:** provide technical back stopping, conduct supervisory and monitoring visits and give feedbacks, fund management, SGs capacity building, documenting and disseminating
Types of external (SG) capacity building activities/size of budget 2007	Training on project design management monitoring and evaluation 12% of the total grant

Variable	Comment/text
Name of SUO	**Network of Ethiopia Women Associations, NEWA**
Reflection on external environment for civil society work	Favourable policies and strategies on the part of government, decentralization of power to local authorities, Due emphasis to gender issues and women's rights, Donors interest to support umbrella organizations
Use of monitoring indicators – which? for what?	• Joint planning, implementation and monitoring, operation agreement • Establishment and proper functioning of project steering committee: community and woreda/district level committee • Involvement/participation of women: project design, implementation and follow up (how and to what extent they benefit from the project • Identify Challenges and Lessons learnt • Discussion with project beneficiaries: participation in project planning, implementation and monitoring; their contribution (how and what) and benefits from the project. • Periodic plan and accomplishment • Periodic reports to stakeholders at all levels • Financial plan versus utilization
Monitoring system used?	Periodic financial and programmatic reports, field monitoring and supervision, periodic review meetings with SGs, project terminal reports
Is a Rights based approach used – and how is it applied? How can it be traced?	All of the projects considered rights based approach and close follow up is made to track its application
Does SUO have the capacity to add new thematic priority area(s) to its mandate? Which?	No.
Does SUO have the capacity to extend the number of sub-grantees?	Yes. There are a number of SGs to be supported and areas to be covered, provided that additional resource is available
SUO's assessment of the cooperation with Sida	It is excellent. It helped to strengthen the capacity of SUOs and SG to reach the un reached resource poor and marginalized women
SUO's assessment of the Umbrella model	It served to support local grass root civil society organizations in a more coordinated and sustainable manner. And helped little known Local NGOs to have better access to donor grants.
Documents reviewed	Periodic reports, proposals, terminal reports, Support program agreements

General information about NEWA

NEWA is established in 2003. 17 organisations were involved in NEWA's establishment – today it has 34 member organisations – up from 20 when the Sida co-operation started. Seven members make up the Board.

NEWA's goal is twofold: (i) Synchronizing the individual activities of women associations into an integrated collective effort and synergy to realise their common aspirations for gender equality; and (ii) launching a vigorous public campaign of promotion, advocacy, and lobbying for women's rights. This will be done by: influencing law making and policies, creating a forum for sharing of experiences, networking and strategising, monitoring of Ethiopia's compliance with ratified international conventions and national laws on women's rights, conducting public education on women's rights, soliciting practical support from various sectors to overcome discrimination against women. NEWA has been responsible for the NGO shadow report on CEDAW.

Programme Management

NEWA has 8 programme staff and 7 support staff. The Programme Coordinator is responsible for the overall management and coordination of the Sida programme and including tasks such as providing technical assistance, monitoring, appraisals of project proposals and organising training programmes.

In addition NEWA utilises short term consultants for specialised assignments.

NEWA has been troubled with a high staff turn-over which has delayed feed back and follow up on reporting and financial requests. Further lack of transportation facility has made it difficult for staff to visit more remote project areas.

Regular review meetings take place. NEWA's programme staff meets every months and share reports and NEWA seek to institutionalise the programme by making use of different programme officers. NEWA has used considerable time to appraise and assist SGs in design of projects.

Project selection/exit criteria

Criteria were developed for the selection process. Selected screened women organisations (member and non-member) were invited for a half-day information workshop on the Sida CSO support programme and invitations for applications was published in two newspapers. NEWA received 44 applications – a number which was reduced to 28 after a screening process based on the following criteria: Proven legal status, women based organisation or one focused on women and relevance of objectives (women's rights and fight against FGM). The Projects were appraised and 8 selected based on a point system. Other 9 were selected using an additional set of criteria including: Fair regional representation; balanced sectoral distribution of project interventions, balanced mix of strong versus weak organisations to create an opportunity for capacity building of weaker women organisations.

Outreach

First phase had included 17 SGs. Originally it was planned to support 30 projects. For the extension phase, 10 of the old projects were not extended, 7 were extended and 3 new projects and SGs added. NEWA wanted to give new member organisations a project to develop. The three new projects all forcus on FGM in regions where it is mostly practised namely in Somali, Afar and Harari. In total for the whole period 20 projects have been supported.

Few NGOs from the underserved regions have applied and many of the implementing partners have according to NEWA a low technical capacity for project management.

The thematic areas include: Reproductive health, promotion of women's rights, fight against FGM and HTP, basic education, health care and income generating schemes. Most interventions have been within women's right promotion and FGM and HTP and reached needy groups.

NEWA relationships

With Sida

NEWA has a good relationship with Sida and find that the programme has helped to strengthen its capacity to reach the disadvantaged poor people.

With SUOs

NEWA is working closely with CRDA, CORHA and in particular with PACT to communicate and share experiences. PACT is providing assistance on grant management and is providing apprenticeships for NEWA staff.

With SGs

It is recognised by NEWA that more focus and training in results based monitoring for SGs is needed as it is not common practice in Ethiopian CSOs. However, only one three days training session on organisational development has been carried out followed by a one day review and experience sharing meeting for SG leaders.

NEWA reports that the technical capacity of most of the SGs was found much lower than expected resulting in long preparation processes.

The SGs find that NEWA facilitates experience sharing with other SGs, donor and government attention and provides training opportunities. The NEWA – SG relationship is seen as a partnership by the SGs.

With Government/local Government
A conducive policy environment exists for NEWA's work, which is in line with the strategies presented in PASDEP.

Comments on Budget
Looking at the expenditure for the period October 2004 to December 2007 only 3,6% of the total expenditure has been used for external capacity building efforts, while the 19,4% has been used for staffing and recurrent cost of NEWA. All NEWA programme and support staff is partly paid by Sida grant. According to NEWA, Sida funds comprised close to 46.2% of NEWA's total fund for 2007, which tells a story about heavy one donor dependency.

A training centre has been constructed for Sida funds in one of the SG projects – NEWA agreed to co-finance the training centre through provision of 500,000 Birr out of more than 4 million.

The 2007 audit report contains a long list of remarks and recommendations which needs action by NEWA. Most of them should have been corrected in an earlier phase of the programme and not be in the last published audit report.

Views on Umbrella Organisations
NEWA finds it positive that the Sida modality is addressing both SUOs and SGs/IPOs capacity building needs, sensitive areas which other donors often ignore to support. The umbrella was found flexible, which was appreciated.

Selected points from Self Evaluation
Many of the issues which appear as strengths are also noted as weaknesses/limitations. Some of the critical issues mentioned are:
- High NEWA staff turn over;
- Lack of follow up;
- Limited capacity to the areas covered (human power, transport facility and finance);
- Less flexibility in budgeting and reprogramming;
- Absence of networking forum for SGs.

Overall assessment

NEWA was established in 2003 and the Sida programme started in 2004, so NEWA had hardly established itself institutionally before being a grant manager of 17 projects. In order to counter for the lack of management experience NEWA was twinned with PACT. This has without doubt benefitted NEWA but it still seems that the organisation is struggling with project management issues, which is not made easier by many of the SGs' lack of project implementation experience.

Much of the leadership's energy has been focused on the Sida Grant management scheme and it could be questioned whether that has been the right strategic choice when looking at its strategic objectives, which imply that NEWA should be a front organisation for the network members doing advocacy and public campaigns for women's right.

Variable	Comment/text
Name of SUO	**Save the Children Denmark – SCD**
Area of expertise (knowledge & skills): (1) Overall in the organisation; (2) in Sida supported programme	SCD Ethiopia has ample experience & knowledge in the thematic areas of Basic education, Child Protection (with focus on sexual exploitation and abuse), and HIV/AIDS. The Sida supported program focuses on prevention & rehabilitation of children exposed to sexual abuse and exploitation and orphan and vulnerable children (Child protection and OVC[17] support)
SUOs total budget in 2007 and Sida grant's share	SCD total budget for 2007 is Birr 48.5 million, and Sida grant's share was Birr 3,393,071.
Number of sub-grantees – 2004, 2005, 2006, 2007, 2008.	Five local NGOs
What are the selection/exit criteria for SGs	The sub grantees were called through media & selection was made based on the following criteria: Mission & objective of NGO compatible with that of SCD, Past experience & current programs on CR issues & on CEDC[18] (OVC), Experience in working in partnership, governance & management of the NGO, Capacity of program/project office of the NGO in the target area it applied for, relevance & compatibility of objectives of proposal with SCD proposal, Compatibility of project budget with SCD expectations, particularly in personnel & administrative costs, monitoring & evaluation, sustainability issue addressed.
Geographical coverage	Addis Ababa, Oromia and Amhara Regions
Number of beneficiaries/other tangible measure of results, according to SUO	Total Number of Direct Project Beneficiaries: 1,770 of which 560 are OVC whilst 1,210 are sexually abused and exploited children.
Types of internal capacity building activities/size of budget 2007	Training on Organizational Change Management, LFA, CRC[19] and Advocacy, Financial Management, Project Cycle Management
SUO's capacity for and role in support of SGs	Skilled focal person that provide support, SCD has wider experience in the area, wider geographic coverage, facilitate networking among SGs and exchange of information
Types of external (SG) capacity building activities/size of budget 2007	Training on Organizational Change Management, LFA, CRC and Advocacy, Financial Management, Project Cycle Management as well as midterm reviews of project. Close follow up and assistance of SCD program and finance personnel; bilateral partnership meetings.
Reflection on external environment for civil society work	There is the newly developed code of conduct/NGO legislative, there is positive relationship with government representatives especially at lower admin levels & favourable donors' interest to support children's issues.
Use of monitoring indicators – which? for what?	**For prevention & rehabilitation of SAEC:** – Number of SAEC[20] children rehabilitated & reintegrated with family/community; Actions/measures taken by stakeholders to prevent CSAE & protect SAEC, and **For OVC support:** Number of abandoned and orphan children supported; Actions/measures taken by stakeholders to support OVC
Monitoring system used?	Child Rights Based monitoring
Is a Rights based approach used – and how is it applied? How can it be traced?	The overall frame for the intervention of SCD in Ethiopia is the UN Chid Right Convention, which is the basis for this project. It can be traced by active participation of children in the project activities children's clubs, children/youth centres,
Does SUO have the capacity to add new thematic priority area(s) to its mandate? Which?	The 4 years strategic plan (2007–2010) of SCD Ethiopia stated that Basic education, Child Protection (with focus on sexual exploitation and abuse), and HIV/AIDS are the selected thematic intervention areas.
Does SUO have the capacity to extend the number of sub-grantees?	Yes, provided that additional funding secured from donors.

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[17] Orphan and vulnerable children
[18] Children in Especially Difficult Circumstances
[19] Convention on the rights of Children
[20] Sexual Abuse and Exploitation of Children

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Variable	Comment/text
Name of SUO	**Save the Children Denmark – SCD**
SUO's assessment of the cooperation with Sida	Good cooperation, less bureaucratic and more flexible in course of program implementation. Consensus decision making as they ask our consent before making decisions. Inform a head of time for any joint activities.
SUO's assessment of the Umbrella model	Networking and cooperation among umbrella organizations that provides an opportunity to learn from others and allows skill transfer among SUOs as well as SGs.
Documents reviewed	Project proposals, Annual and quarterly progress reports, monitoring reports, financial documents, study documents

General information about SCD

Save the Children Denmark is an International NGO – started active involvement in Ethiopia in 1996. The first country programme was established in 2000 with focus on improved child rights situation as related to the strategic intervention themes: Basic Education, Child Protection, and HIV/AIDS.

The projects supported by Sida fall into the two major thematic intervention areas of SCD: Child Protection (with focus on sexual exploitation and abuse) and HIV/AIDS. The overall goal of the Sida supported projects are: The rights of children under difficult circumstances observed and protected according to the UN CRC and the African Charter (Sexually abused and exploited children and HIV/AIDS orphans).

Programme management

The organisational and management structure of the Sida supported programme is based on the work modalities of SCD and the partnership relationship as defined in SCD's program manual. Roles and responsibilities between the parties are spelled out in Agreements between them.

The SGs supported through the Sida funding receive back-up from dedicated focal, part-time SCD staff, including SCD Country Representative, Programme Manager, Programme Officer, and finance personnel. Being a relatively small programme (8% of SCD total), there is no full-time SCD staff allocated. Sida programme/budget flexibility has allowed adjustments of activities, but a clearer entry, implementation and exit phase from the outset was proposed by some SG representatives.

SCD Ethiopia is responsible for participating in reviews of projects and close follow-up. Limited follow up and monitoring at field level was however observed by SGs. Technical support, e.g. for SG capacity building and training is draw from the global Save the Children set-up.

SCD follows an explicit partnership approach, which goes beyond implementation. Partnership capacity building and child rights are cross-cutting in all SCD projects. Bilateral partnership meeting are held with the 5 SGs, in principle bi-annually. Children are seen as and made to be key actors in project implementation.

Enhancement of the organisational and financial capacities of CBOs (Iddirs) and communities is an important contribution towards community based care and support of OVCs promoted by SCD and its Sub Grantees.

Project selection/exit criteria and practice

The sub grantees were selected using the standard requirements of the Sida supported programme, i.e. past experience on relevant programmes, experience in working in partnership, governance and management of the NGO, capacity of the programme/project office, relevance and compatibility of proposal with SCD proposal and compatibility of project budget with SCD expectations, particularly in personnel and administrative costs, monitoring and evaluation, and sustainability issues addressed. (See template above).

Outreach

SCD and its 5 sub-grantee NGOs are situated in Addis Ababa (3 NGOs) in Amhara and Oromia Regions. Vulnerable groups including orphans are reached, if not in the most underserviced regions. SCD and its partner NGOs seem to have a realistic estimate of project targets, which is 1,770 children throughout the funding period 01.2005–12.2008, of which 560 are OVCs whilst 1,210 are sexually abused and exploited children. Compared with a budget figure of 9,806,519 Birr the target group figure may seem small, but considering the vulnerability of the target group and the challenges of making a difference in the short and the longer run, the realistic rather than inflated figures are important. This will also be and indication for local/government of the resources involved in taking over responsibilities in this area.

An important effect of some SG projects supported (e.g. CHAD-ET) is mobilisation of community members, a large number of whom have been sensitized on different issues of tackling child sexual abuse and exploitation.

SUO relationships

With SGs

Relevance and compatibility with SCD 'profile' in Ethiopia was given high priority in the selection of sub grantees/NGOs. Altogether 5 NGO were selected from among 11 applicants. All 5 remain in the programme throughout the extension period in 2008. Project ideas are developed in dialogue. They must be within SG's strategy and tally with SCD's strategy and result in shared responsibility. Besides service delivery and advocacy, capacity development is central. Cap Dev is two ways – "Local partners have more local experience; SCD as an international organisation contributes to institutional and thematic capacity building".

Although SCD has organised general and bilateral partnership meetings with all sub-grantee NGOs to share information, SGs supported under the Sida/SCD grant claim they are themselves the proactive party in networking with other organisations, including local government/sub-city offices, CBOs and associations, as SCD facilitation of networking with NGOs working in related child-rights areas is not always optimal according to supported SGs.

With Government/local government

SCD has good working relations with the Government, i.e. first of all within the education sector and with local government. At woreda level education officers are involved in implementation, e.g. basic education centres. The Ministry of Labour and Social Affairs at national and regional (bureau) level are other key actors for SCD and the SGs they support. Woreda officials and teachers are target groups for capacity building, which also counts educational materials etc. Cooperation in these fields is often with other Save the Children country representations, in education for example SC Norway.

SCD participates in a governmental national committee on Child Protection (sexual abuse and exploitation) and is a member of the National Task Force on OVCs. With a focus on exploited children in service delivery and advocacy for child rights SCD and its sub-grantees do not face opposition from Local/Government, but rather get to play a role as gap-fillers. The problems come at implementation in terms of limited knowledge and capacity at Government an sometimes SG level and limited takeover of responsibility for OVCs although communities are being mobilised in the area. There is no strong government body that addresses takeover of projects for OVC/SAEC.

With Sida

SCD is twinned with JeCCDO in the Sida supported CSO/NGO cooperation programme. Relations are not intensive, but JeCCDO and SCD invite each other for workshops and training and experiences are also shared among each other. SCD participates in the monthly rather informal Sida/SUO meet-

ings but had expected that structured capacity building and joint learning of the SUOs would and should have been given higher priority.

Comments on Budget

Sida' support to SCD constitutes 8.1 of the total budget. The major funding sources of SCD's programme in Ethiopia are Danida and Embassy of the Netherlands. The Sida funding has contributed to enhance the profile and image of the supported SGs who have been able to access funds from other sources. The Sida operational funding includes capacity building, whereas it is generally difficult to use donor funds for capacity building. SCD is recognised for timely transfer of budget. – It is observed by the SUO/SGs that there is a risk of inappropriate use of funds by partners due to loose financial monitoring – and limited monitoring in general.

SCD is in the process of moving towards thematic budgets rather than working on individual partnership basis. SCD new staff will be hired with thematic groups in mind to become more strategic. One has been recruited to be in charge of Partnerships.

Views on Umbrella Organisation

The modality provides for more opportunities for sharing lessons and for structured capacity learning of the SUOs than what materialises according to SCD. Gaps in the model relate to unspecified capacity building. The objective capacity building is there but is unclear with limited specification and indication of how to raise the capacity of SUOs who from the outset have different levels of experience, capability and capacity. The focus has been very much on the programmes and projects, while there is a need for more thematic capacity. – The (missing) monitoring system and role of CDC is questioned.

Selected Points from Self Evaluation

In addition to points integrated in this narrative selected points are:

*   International policy trends supporting INGOs to build strong civil societies/democracies
*   The legal framework exists to enforce codes, promote child right related issues, establish networks etc
*   Concerned Government agency (Addis Ababa City Admin Social & NGO Affairs, SNGOA) highly aware and supportive of the project/intervention – and the presence of social organisations (Iddir) and their willingness to support OVCs
*   The issue (SEC) is gradually attracting attention of the public and stakeholders
*   Limited knowledge of the program by supporting consultants
*   Lack of stability of volunteer community/government representatives working with the projects
*   Many INGOs want partnership with local NGOs, who (may end up having) too many "relationships – number of donors increase.

Overall Assessment

The thematic areas of OVC and SAEC have high relevance for the situation in large parts of Ethiopia with increasing number of marginalised children. Through the partnerships the SCD support has contributed to build the capacities of CBOs and creating awareness on children rights.

A central element of the projects, IGA, to change the livelihood of beneficiary children, is undermined by high inflation rates. – How SCD interprets and contributes strategically to capacity building is not transparent for sub-grantees. There is scope for building common understanding of optimal approaches to OVC and SAEC work in general and of the Rights Based Approach in particular, both in terms of service delivery, advocacy and capacity building. SCD has opportunities for intensifying its role as network and awareness facilitator.

Monitoring, e.g. feed-back after joint SUO-SG sessions and bulky and repetitive reporting, is an explicit complaint from SGs, which seems to detract from quality-time spent on subject matter.

One SG, Forum for Street Children (FSCE) applies a participatory monitoring approach (Participatory Review and Reflection Process) with different stakeholders. Lessons could be learned from this approach. A closer scrutiny of the participatory monitoring approach would be useful and may give ideas for a more flexible M&E system as deemed relevant for the whole SUO modality.

Variable	Comment/text
Name of SUO	**Jerusalem Children and Community Development Organization (JeCCDO)**
Area of expertise (knowledge & skills): (1) Overall in the organisation; (2) in Sida supported programme	Over all in the organization: • Community empowerment • Community based childcare programs (education, community health, orphan and vulnerable children care and support, urban agriculture, environmental development) • Advocacy and networking • Sectoral integration In Sida supported programme: • Community based OVC support • Child right promotion and advocacy • Child Sexual abuse prevention and protection • Capacity building of sub grantees/partners and target area CBOs
SUOs total budget in 2007 and Sida grant's share	JeCCDO's annual budget in year 2007 equals seventeen millions birr out of which the JeCCDO-Sida shares 1, 905,600 birr
Number of sub-grantees – 2004, 2005, 2006, 2007, 2008.	Eight with Sida and five with others
What are the selection/exit criteria for SGs	A. Criteria for selecting Local Child focused Non-Governmental organizations The Organization should: • Produce certificate of registration from a concerned government agency, • Be child focused and experienced in child right work • Possess clearly defined governance and leadership structure • Possess organized office and employees as appropriate to the envisaged project • Possess compatible values and principles to JeCCDO values and principles. • Have a relatively acceptable financial management system and procedure • Be effective in utilizing available resources • Be reputed and accepted by the target community • Have a strategic plan (SP) and annual activity plan and implementation strategy • Has no recent history of audit problem and able to present latest audit report • Closely work with CBOs at grass root levels • Be willing to network with other Sida/JeCCDO partners • Cooperate for an organizational capacity assessment exercise • Be able to produce feasible project proposal B. Criteria for selecting child-focused Community Based Organizations (CBOs) The organization should: • Possess legal registration with relevant government agency • Have clearly defined and achievable development objectives • Possess clearly defined constituency and acceptance by the community • Have an office and employees or volunteers as appropriate • Have clearly defined leadership structure • Possess administrative and financial system/procedure of recording and reporting of finance status. • Have own bank account • Have a good reputation in managing funds • Have experience in programs related to CRC and OVC and • Able to produce feasible project proposal

Variable	Comment/text
Name of SUO	**Jerusalem Children and Community Development Organization (JeCCDO)**
Geographical coverage	• Southern Nations Nationalities and People's Regional State [Emdeber, Butajira & Wolkite towns] • Addis Ababa region [Addis Ababa city, Kirkos sub city, kebeles 13/14 & 20/21 admin and Addis ketema sub city, kebeles 10/11/12 & 13/15 admin] • Oromia Region [Siraro district] • Amhara region [South Gondar (Lay Gaint woreda, Nefasmewcha town), Bahir Dar town (Gesheabay Kebele) • Dire Dawa council [Dire Dawa town, kebele five]
Number of beneficiaries/other tangible measure of results, according to SUO	• Number of OVC received different forms of support • Number of people attended various awareness raising sessions and level of change of attitudes and practices • Number of children protected and rehabilitated form any for of child abuse and exploitation • Number of target area CBOs developed to run development endeavours
Types of internal capacity building activities/size of budget 2007	Activities • Carry out a detailed organizational capacity assessment of JeCCDO and it's project offices including review and update the second strategic management plans of JeCCDO • Develop a participatory and sustainable program development guideline and proce-dures manual and participatory project implementation system of the project offices (in the context of decentralization) Develop human resource development systems and procedures manuals and establish compatible and effective organizational structure and competitive salaries and benefits packages • Develop counselling, guidance, socialization and follow-up systems • Develop and establish Monitoring, Evaluation, and Impact assessment systems • Develop Advocacy, networking, public relations, national and international resources mobilization strategies and procedures and manual • Review and update the current Financial and Materials management systems • Establish a compatible documentation system and a data base • Staff training in child development and right based development activities • Strengthening and Running the Child Resource Centre • Develop Sub-Grant management manual and procedure
SUO's capacity for and role in support of SGs	• To advocate for the creation of a favourable policy environment for children to ensure their rights • Increase the knowledge on child rights, child abuse, and exploitation of children by parents, communities and authorities • To advocate for the establishment and/or strengthening of functional structures for the protection of children • To build the capacity of sub-grantee NGO/CSOs to enable them to promote viable alternative child support programs and services and to develop sustainable strategies and accountability
Types of external (SG) capacity building activities/size of budget 2007	
Reflection on external environ-ment for civil society work	
Use of monitoring indicators – which? for what?	Please refer to the attached annex 1
Monitoring system used?	Regular meetings with the sub grantees Review of progress reports Field visits Discussion target community Observation
Is a Rights based approach used – and how is it applied? How can it be traced?	We managed to provide all staff of JeCCDO and IPOs on rights based approaches to development. Attempts are also there to institute RBA as integral part of all programs of JeCCDO. To this end, a committee has been established to steer this initiative after the training which was organized two years before

Variable	Comment/text
Name of SUO	**Jerusalem Children and Community Development Organization (JeCCDO)**
Does SUO have the capacity to add new thematic priority area(s) to its mandate? Which?	No. We want to focus more on issues of child development through community based approaches
Does SUO have the capacity to extend the number of sub-grantees?	Yes indeed.
SUO's assessment of the cooperation with Sida	Mutual and equal footing partnership for the benefit of disadvantaged children
SUO's assessment of the Umbrella model	We strongly appreciate the modality as it • allows to involve a range of CSOs, • enhances the capacity of local organizations through umbrella arrangement • result oriented • promotes the national efforts of democratization process • serves as a venue for learning
Documents reviewed	Project documents

General information about JeCCDO

JeCCDO was established in 1985 in response to the needs of the children who were left orphaned or lacked proper care and support due to civil war, drought or displacement.

JECCDO serves as a secretariat to the national Network of Organisations working in support of Orphans and Vulnerable Children (OVC). The network has 28 member organisations including 7GO, 16NGOs and 3 INGOs. JECCDO also facilitates regional networks in Bahir Dar, Debre Zeit and Dire Dawa – in total 46 CBOs and NGOs are members.

JECCDO's aim is to facilitate and advocate for attitudinal change. JeCCDO sees itself as a learning organization. It tries to go from projects to a more systematic programme approach with poor people in focus. JECCDO is in the middle of a transformation process from an organization running orphanages and community based child care to child right programming. JeCCDO focus on the communities and building organizations at the community level for empowerment and sustainable community projects.

Rights Based Approach was introduced 2 years ago. RBA means referring to CRC and make rights of the child center of the development efforts. – analyse context of child rights and make it cross cutting. Before activities were based on service delivery, now they are community driven and capacity building of CBOs is in focus. The transformation is based on many steps – first step is to institutionalize children rights. JeCDDO has modified its approach from direct implementation of programs to facilitation of community development.

Finally, JeCCDO wants to focus more on studies and research to support its advocacy efforts. According to JeCCDO, one achievement has been the study on "Violation of property rights of orphan children", which influenced the political debate in Ethiopia and resulted in improvements.

Programme Management

The Sida programme is managed by JeCCDO's Grants and Partnership Development Service Department with professional advice and backstopping of an advisory team with the following responsibilities:

• Advise in operationalising the sub-grantee program;

• Examine and approve the sub-grantee selection criteria;

• Supervise the official announcement of the grant;

• Actively engage in the selection process of potential sub-grantees;

- Oversee JeCCDO's regular follow up and monitoring of the SG program;
- Oversee resource allocation and fund disbursement;
- Mediate and solve conflicts in case of disagreements during implementation;
- Advise on replicability of best practices;
- Supervise SGs;
- Attend local and international meetings as per need.

JeCCDO has good qualified technical expertise at hand within its advisory board members, which include social development, management, business, psychology, economy, public administration, and community development. JeCCDO recognizes a need for external assistance on how to apply this as it is new to advocacy on child rights including how to apply the child rights convention and make it operational.

Project Selection/exit criteria
Application criteria were developed and the grant was publicly announced on the Ethiopian Radio and two newspapers – one in Amharic and one in English. Interested and eligible organisations were asked to submit a concept paper that was subject to a rapid assessment based on the developed criteria. The selected organizations were subsequently asked to develop proposals in accordance with a developed set of guidelines.

In total 47 applications were received – screening and visits to the applicant organizations reduced the numbers to 11 and finally 5 local NGOs and 2 CBOs and support for the OVC network were approved.

JeCCDO like the other organizations played an instrumental role in helping the partner NGOs in getting local and regional government approval.

Outreach
5 local NGOs, 2 CBOs and 1 network of organizations. Networks of CBOs have been promoted and established as a working model in the community.

Name of SG	Region
ANPPCAN	Addis
CDI	Oromia
IFSO	Addis
Progynist/Zema Setoch Lefitih	SNNPR
WCAT	Amhara
Addis Alem Union of Associations	Amhara – Dire Dawa
CDC	Amhara – Bahir Dar
OVC Network	Addis, SNNPR, Amhara, Oromia, Dire Dawa

SUO relationships

With other SUOs
In order to avoid overlap in terms of programme interventions and geographic as well as getting access to technical assistance JeCCDO signed a MoU with Save the Children, Denmark. This was a part of the twinning arrangements promoted by Sida.

With SGs
JeCCDO operates with four level of capacity building interventions: (i) at partner NGO level; (ii) at partner CBO level; (iii) At target area CBO level; (iv) JeCCDO level.

The SGs are doing quarterly progress reporting to JeCCDO, which follow up by visits and round table discussions. JeCCDO reports bi-annually to Sida. JeCCDO find close monitoring and follow up of the partners' project to be of significant importance. Capacity assessments have been done of all IPOs. It has, however, been a problem with high staff turn-over in the IPOs – trained people are leaving the organisations and caution is needed in order not to waste resources.

The visited SGs find the procedures of JeCCDO transparent and realistic. Relevant technical support is being provided for capacity building. JeCCDO has also helped SGs to be linked to other donor CSO initiatives like the PBS.

With Government/Local Government

JeCCDO is seeking to have good relationships with Federal and local government. Its strategy is to empower communities to claim their rights not to clash directly with government. However, despite local government at woreda level was supporting projects limited, direct local government involvement in project activities has been noted by JeCCDO and SG staff.

With Sida

JeCCDO finds that its relationship with Sida is based on a mutual and equal footing, but would also like more monitoring and back stopping from Sida. It finds there is a need to strengthen the existing pattern of cooperation.

Comments on Budget:

JeCCDO has allocated 60% of the Sida grant for direct project support to the SGs. 15% has been earmarked for carrying out monitoring, documenting, sharing of experiences etc, of the SGs. The rest 25% is broken down as follows: 15% for capacity building of JeCCDO including 6–7% for capacity building of SGs, and 10% for administration purposes.

The SGs was only allowed to budget for one project officer.

Besides the Sida funding JeCCDO has the following donor partnerships: CRDA, Cordaid (Netherlands), Embassies of the Netherlands, UK and Finland; Episcopal Relief and Development of USA; EthiopiAid-UK; Educans (Foundation for Christian Education of the Netherlands); HelpAge International; IOCC, USA; Kinder Notehilfe, Germany; LWF; Pact-Ethiopia; St. Mattthew's Children's Fund in the UK; Stichting Kinderpostzegles, Netherlands; US Cares for Ethiopia – altogether 17 international donors. Sida grant made up approx.27% of total budget for 2007.

Views on Umbrella Organisation

JeCCDO finds the Sida model flexible and the administrative process simple.
- Shortest possible route of fund to CBOs – effective.
- Helped the IPOs to become more autonomous and created more transparency by CBOs.
- Helped develop JECCDOs capacity.
- Helped to focus on CBOs.

JECCDO would now like to focus on quality by focusing on existing partners. Package of programmes together with other NGOs, reaching the grass roots level. Focus on viable programmes – scaling up and out.

Working with CBOs takes time – achievement of Sida project that CBOs have been included. JeCCDO finds that is a problem that Sida does not allow for hard ware/construction also that only one paid staff is allowed in the IPOs/SGs.

Selected points from Self Evaluation

Strengths:

• Transparent selection criteria; close monitoring, good sharing of experiences (exchange of reports); Fund release timely;

• Sida program focus on CBOs.

• JECCDO make use of its other programme facilities for example. Community Development Programme Offices for technical back up.

• Good monitoring and follow-up – not all agree.

• Strong partnership relation between JeCCDO and SGs, Sida and other SUOs. Support by local government.

• Networking practices promoted

Weaknesses:

• Initially SGs/IPOs were asked to implement without additional human resources – too burdensome.

• Delay of budget release in particular in the beginning.

• Some candidate NGOs had problems in developing project proposals

• Limited fund absorption capacity of CBOs.

• Limited capacity interventions targeting CBOs – because limited capacities if project implementation at grass-roots level.

• Problems with high turn over of government staff.

• Limited involvement in project activities by local government.

• Administrative costs allocated not sufficient to run a project

• Volunteers burn out and new one need to be trained;

• Fund period too short – three years not enough to build community capacity.

Overall Assessment

JeCCDO seems to work very focused on transforming the organization from a welfare based to a rights based. The focus on CBOs is very resource demanding and takes time. Many of the supported CBOs also need basic infrastructure. Another lesson has been that projects based on voluntarism have limitations as volunteers get tired and leave. Paid staff to coordinate activities is needed and make sure that new volunteers get training. As a secretariat for the national network of OVCs, JeCCDO seems very suited as grant manger within the SUO model.

JeCCDO has a number of donors and is not solely dependent on Sida funding.

Variable	Comment/text
Name of SUO	**Pact Ethiopia**
Area of expertise (knowledge & skills): (1) Overall in the organisation; in Sida supported programme	(1) • Capacity Building • Health and HIV/AIDS • Education • Democracy and Governance; Peace building • Livelihood • Gender (2) • Women Empowerment: FGM, RH and HIV/AIDS
SUOs total budget in 2007 and Sida grant's share	• Total budget year 2007, USD9,555,429 • Sida grant's share year 2007 USD 649,713 which covers 7% of the total budget

Variable	Comment/text
Name of SUO	**Pact Ethiopia**
Number of sub-grantees – 2004, 2005, 2006, 2007, 2008.	Year 2004: 15 SGs Year 2005: 15 SGs Year 2006: 31SGs Year 2007: 31SGS Year 2008: 30 SGs
What are the selection/exit criteria for SGs	**Selection criteria** (though not exhaustive) includes the following: • Interest, commitment and capacity of the organization to work on and handle the aforementioned thematic area • Technical feasibility, financial management system: Based on open competitive advertisement call for proposals, proposal appraisal, pre-award assessment survey, • Their selection of Target geographic area coverage and types of beneficiary (more focus on marginalized and thematically un-reached) • As Capacity Building institution, Pact employs various mechanisms to appraise a project for acceptance and or to build partnership with organizations that do not necessarily fulfil each and every selection criteria. For those organizations particularly of the nascent and emerging CSOs who might have not experience or well structured system to compete, Pact might employee other methods of appraisal to accept, nurture and capacitate these CSOs through Trainings, Mentoring, In-kind Grants, and other activities (Ex. EfEE: Ethiopia for Ethiopians, a new CSO who has been established by vision impaired energetic people, interested to work in disability; UVCDOW, EZANA Ethiopia Mahiber, Kulitch yewtatoch Sine Tewaldo Tenana yelimat Dirjit,…) **Exit Criteria** • If the SG accomplished its objectives, and assure the sustainability of the project can be graduated; • If the SG decides not to continue: feels like the objectives of the project doesn't go with the capacity, mission and scope of work of the organization; • If the SG doesn't comply with the mutually agreed upon points, provisions, rules and expectations; (Ex. AIDWO: African Initiative for a democratic World Order)
Geographical coverage	Amhara, Oromiya, SNNP, Afar and Benishangul Regional States, and Addis Ababa and Dire Dawa City Administrations
Number of beneficiaries/other tangible measure of results, according to SUO	Among many other tangible results which we have observed and measured in the projects we undertake, some of the following are stated below: • Fairly Economic independence and the ability to help others • Having part on decision making and fair choices and opportunities • Self confidence and civic active • Knowledge and awareness on FGM, HIV/AIDS, RH, FP... • Freedom from HTPs in many areas • Educational performance increased • Being organized as a group
Types of internal capacity building activities/size of budget 2007	• Upgrading staffs based on their area of specialization • Upgrading staffs in the sectors they are working with • Experience sharing/exposure visit: national/International • Enhancing their knowledge in organizational development: Various trainings, mentoring… • In the year 2007, it was around 80,000USD
SUO's capacity for and role in support of SGs	With wide range of experience in organizational development and operating in Civil Society realm and area of expertise at Pact, capacity building is well done, projects well managed, partnership fostered, creating enabling environment to SG was done, …

Variable	Comment/text
Name of SUO	**Pact Ethiopia**
Types of external (SG) capacity building activities/size of budget 2007	• Training • Mentoring • Technical support at various level • OCA/Re-OCA: to identify and fill the gaps • Grant making: Financial and In-kind grants • Monitoring, Reporting and Evaluation: as learning milestones • Experience sharing/Exposure visit • Quarter and Annual Review meetings: to discuss challenges, copping up mechanisms, lessons learned, best practices, areas that need priority…at project level which has a direct effect to the entire organization, • Organization development: Manual development at various topics, and strengthening their office that include hiring of relevant staffs • 17,004 USD in Year 2007
Reflection on external environment for civil society work	Based on the experience that we encountered, the situation of the external environment (which might include the community and the government) varies regionally or at local level, and hence hard to generalize. However, the presence of the constitutional right for CSOs to operate, and the cooperation at local governance, possible to say there is good potential environment
Use of monitoring indicators – which? for what?	**Input/Process Indicators** • Number of partners provided with funding and grants to implement project activities, by type and amount of funding and grants, • Number of Women SAC Associations and IGAs established, • Number of family planning acceptors/persons using contraceptives, by Family Planning methods, • Number of girls provided with tutorial supports, by subject, • Number of advocacy campaigns conducted, by type of advocacy issues, **Output Indicators** • Contraceptive prevalence rate (CPR) in targeted population, • Incidence of FGM among targeted women population • Literacy level among targeted women, • Number of women who accessed micro credit and initiated profitable small-scale businesses, • Level of institutional capacity of targeted NGOs, as demonstrated by OCA and Re-OCA • Number of partner NGOs that have widened their geographic coverage and thematic areas, by amount and source of funding, • Number of partner NGOs involved in different activities including service delivery, advocacy, communication, good governance and community mobilization, **Outcome Indicators** • Proportion of women in targeted regions who participate in selected political, social and economic arenas, • Proportion of targeted women reporting being in a better position of meeting household expenses • Number of targeted women and girls who report substantial improvement in the areas of HIV/AIDS, RH, FP, and HTPs, • Proportion of targeted women who report improved bargaining power, • Number of active and vibrant NGOs/CSOs working in the community, • Proportion of partner CSOs reported to have improved capacity/systems and organizational skills to effectively, efficiently and sustainably undertake organizational mandates and successfully complete grant program, • Number and type of community level by-laws put in place, that will contribute to the formation of regional and national level legislations, particularly those against HTPs (FGM, Early marriage, etc), **Impact Indicators** • %age change reported in the life style of targeted women beneficiaries, • Proportion of targeted women who hold leadership position in various social, economic and political institutions.

Variable	Comment/text
Name of SUO	**Pact Ethiopia**
Monitoring system used?	Yes. The process includes data collection form the original source, aggregation, analysis, report compilation and utilization. How ever, as a monitoring system we employee various techniques that include: Periodic Quarter and Annual Review meetings, reporting, monitoring visits, experience sharing visits, CUSMS (Call until U see monitoring system: through telephone and e-mail), feedback giving sessions, mentoring process and others could be mentioned.
	The logical framework model helps to see and check the progress report vs planned activities, supervision, discussion with the stakeholders and beneficiaries
Is a Rights based approach used – and how is it applied? How can it be traced?	Yes! But more on the process to apply across all the sectors we are undertaking. However, we have taken the initiative to follow in Metebaber project and established a committee who will be responsible for its application, and do more in the next phase of the project. We can track by looking their minute…
Does SUO have the capacity to add new thematic priority area(s) to its mandate? Which?	Yes! Health, Education, Peace building, democracy and Governance, as there are expertises, experience and resources at Pact
Does SUO have the capacity to extend the number of sub-grantees?	As per the experience that we have and the technical, financial, MERL and Grant personnel are concerned, as well as the existence of well established system at Pact, definitely yes to extend number of sub-grantees.
SUO's assessment of the cooperation with Sida	Excited! For reasons such as: • Flexibility, • Thematic area selection, (priority areas have been selected which Pact is undertaking is one of the top priorities of the nation) • Way of communication and understanding the context, • Frequent evaluation
SUO's assessment of the Umbrella model	As new experience to Sida, we believe it is first-rate to attempt to understand different models so that it will result in selecting the best fit-in model to the context. In this regard, we appreciate Sida for piloting the Umbrella Model by itself, and which we have rational as well to say high quality model. In addition, as stated in the previous point, the Umbrella model with its flexibility, strengthening partnership, the twinning arrangement among its umbrella organizations, easy access and flow of information, we appreciate the model, and recommend for other donors to replicate as we found, it is well considerate and goes with the context of the country and for easy and smooth applicability.
Documents reviewed	

General information about Pact

Pact, Inc. is an international organization, founded in 1971 with the mission to help build strong communities that allow people to earn dignified livings, engage in self-help initiatives and participate in democratic life. It is an independent, private non-profit organization as determined by the US Internal Revenue Service. Its headquarters is in Washington D.C with 15 field offices all over the globe.

Pact Ethiopia has been legally registered as an NGO wit the Ministry of Justice since 1996 and holds operational agreement with the Disaster Prevention and Preparedness Agency. Pact Ethiopia works to strengthen the capacity and extend the reach of civil society and government with over 100 members of civil society and countless government bodies through out the country. Its partners work in various areas of development, including food security, conflict resolution, HIV/AIDS prevention, education, democracy and governance, women/girls empowerment, protection of vulnerable children, natural resource management. Disability, HIV/AIDS and Gender are crosscutting issues. Pact Ethiopia's collaborating agencies among others include USAID, David and Lucile Packard Foundations and Sida.

Project selection/exit criteria and practice

The selection of SGs, (Pact calls them Implementing Partner Organizations (IPOs)) was done by four mutually exclusive approaches. The first is selection of six NGOs from among its current and past

partners whose capacity has been sufficiently built to be able to start project implementation immediately, the second is selection of two organisations to pilot a women's empowerment project in selected regions of the country. In the third phase six organisations were selected through a public announcement to implement projects while undertaking capacity building activities with Pact. And in phase four eight were selected through a competitive solicitation process. The capacity building is the key intention of the Sida/CSO cooperation program.

Pact developed a guideline to solicit concept papers from interested civic organizations and advertised publicly using two newspapers: the *Reporter* (Amharic edition) the *Ethiopian Herald* (English). Fifty-six organizations applied for funding. An external consultant was commissioned to review the concept papers along with selected Pact staff and come up with the first twelve to go to the second level of screening. Following this, a pre-award survey assessing the technical and particularly the financial and grant management capability of these twelve organizations completed first. Then the Proposal Review Committee recommends the final seven, based on review of concept note and result of the pre-award survey.

Outreach
During the evaluation time, Pact works through 30 SGs implementing 32 projects. The 21 partners implement 23 projects by the name Metebaber (cooperation), and 9 are WORTH (Women Owning Resources Together), piloting partners. Metebaber is mainly focused on HIV/AIDS, reproductive health gender and FGM while WORTH is a literacy led saving program (village Banking). Pact Ethiopia WORTH program is born from the USAID TEACH and Sida Metebaber programs. TEACH works on functional adult literacy while Metebaber works on women economic empowerment. Pact calls this arrangement as leveraging instead of co-funding. In terms of target group, Pact reaches women and girls as immediate targets while men and boys are key partners and indirect beneficiaries of the programs. Pact is able to reach marginalized areas and vulnerable groups through its Basic Access and Basic Service approach. E.g. disability in Addis Ababa is reached through peer educators. The more marginalized the group, the more the impact of peer educators. It helped to bring more and more street children and the disabled to joint the program through this approach.

SUO relationships

With SGs
Relation with SG/IPOs is characterized by partnership and mutual interest rather than a donor-recipient kind of relation. Pact is basically a capacity building organization and the marriage of objective between Pact and SGs made the Sida support effective. The Sida support has helped Pact to reach quite remote areas, with no other NGO coverage. These SGs/IPOs cover all kinds of CSOs ranging from well established to very nascent organizations, focused to maintain the balance between capacitating and enabling nascent organizations and working with established ones. Pact does OCA and re-OCA (organizational capacity assessment) on organizational, technical and relational aspects. Based on the OCA, mentoring starts from their strengths to build on, appreciating what they have. Appreciative Inquiry and Rights Based Approach are the centres of Pact capacity building supports along with other trainings. Pact starts with a comparative advantage over its partners and integrates other components as they go along.

With Government/local government
Pact provides advocacy and service delivery at local (regional, woreda and lower levels) as well as at national level. In some cases, the advocacy starts from grass roots and grow to the national level. *Added value on advocacy:* Pact provides training on advocacy and applies the training at partners level, so as to help them emerge as advocacy organizations to the people. However, suspicion on organizing from the government side, and election trauma from the people side, has made advocacy work difficult in most cases. *Government handling of NGOs:* There are no NGOs in some remote areas and in some of these the

idea itself is quite new, where the Sida/CSO support has helped to promote CSOs. In the more remote areas, local governments tend to be highly supportive and eager to see more NGOs emerge.

Commenting on the "Enabling Environment" to the CSO sector, Pact acknowledged, there has been tremendous improvement of the CSO sector. For example, 12 years ago there were 250 NGOs in the country. Now community based organizations (CBOs) have grown in larger number than NGOs. Registration renewal has increased from one year to three years. Deregistration of NGOs has happened 10 years ago but not now. Pact has done an "Enabling Environment Review" right before the election 2005 but not after that. The general observation of Pact from that review is that, there is opening up of regulations. Yet, civil society organizations have never grown the way they should have considering the gap (need) and population size, according to Pact.

With Sida

There is strong partnership relation based on mutual respect and interest. Pact recommends Sida to continue this program and do more CSO enhancing ground work. For example, two Human Rights activists from the CSO sector are still imprisoned, following the 2005 election that Sida needs to join hands with others to resolve such problems. More specifically, Pact recommends:

*   Education is the portfolio to be included especially for women's empowerment, access to information on democracy and governance issues
*   Women empowerment is at its experiment level but can be expanded
*   Empowerment is a process and needs more time to have impact
*   Advocacy against FGM, early marriage, abduction and the like is coming to the level of the community, Woreda and then to Zonal level. And this is going to influence policy, which should be continued, and strengthened.)

Comments on Budget

The general fund allocation of 75% for SGs implementation, 13% for SG capacity building by the SUO and 12% for capacity building of SUO itself, is not clearly seen in Pact's financial report. In thee different materials referred (Work Plan Oct.1, 2004–Sep.30, 2007, Project Status Report, Oct. 20, 2007 and Summary Budget 2007)), these three budget headings show different figures and inconsistent subheadings. In one of the documents, the SG allocation goes as high as 86% while in the other; it goes down as low as 72%, and in the other 77%. It is recommended to define and agree up on the items under each budget line; what capacity building entails for the SUO and what capacity building entails for the SGs.

Financial summary report including the extension period is greatly appreciated. However, Pact's use of terminology seems a bit complicated and difficult to follow for the average person understand and analyse. Cumulative expenditure up to October 20, 2007 shows an average expenditure of 80% but ranging between 74% and 171% when looked in to budget lines. After obligation and receivables, the balance for the budget lines ranges between –41% and +38%, with an average balance of +30%. The audit report comment on 2005 and 2006 reports about "abnormal (credit) balances", and the summary of accounts in the financial report submitted to the evaluation team calls for attention.

Views on Umbrella Organisation

Pact strongly buys this new concept to serve marginalized areas and enhancing capacity of small CSOs. So Pact take a risk taking approach to work with those small potential organizations, most of them emerged as NGO, thanks to the Sida support. The new ones demonstrated good performance more than those established ones, as they want to be recognized and have the support continued. Overall the umbrella model is characterized by Pact:

*   Capacity development is the heart
*   Give rise to new/small organizations/CBOs to NGOs

- Believe in partnership
- Participatory and flexible approach
- Diversified partners working in many regions and different themes
- Integration to leverage both "within and between"
- Partners' behaviour change: SGs/IPOs working together initially compete for the fund but when implementing, they support each other.

Selected points from Self Evaluation

Only a few of the critical issues/weaknesses and threats are quoted here:

- There is communication gap between finance & program department on grant management system. Finance and activity monitoring is not sufficient.
- There are delays in granting for implementation and funding system creates heavy workload resulting in delays. The process of grant making takes long time
- Absence of common platform for partners to advocate for a cause
- Government interference and fear of policy change (NGO Legislation)
- Change of political appointees (high turn over) and capacity gap of government structures at local level
- Lack of integration between donor organization and between local NGOs
- Lack of commitment from local key actors in enforcing human rights

Overall assessment

Pact, as capacity building organization with a track record in the past and with its optimistic view on the upcoming NGO legislation, can capitalize on the fund from Sida. Given Sida's objective is to promote pluralism, support marginalized areas and groups, the possible impact could be encouraging only if government opens up space for CSOs as much as it is expected. In the absence of this precondition, organizations like Pact need to join hands and be able to engage government, to demand their rightful position in the development process.

Variable	Comment/text		
Name of SUO	**Pathfinder International Ethiopia**		
Area of expertise (knowledge & skills): (1) Overall in the organisation; (2) in Sida supported programme	Overall: RH/FP, HIV/AIDS, ASRH, Gender & HTP and Institutional Capacity Building Sida: HIV/AIDS, RH/FP, ASRH, and Capacity Building.		
SUOs total budget in 2007 and Sida grant's share	**Total**	**USD**	**Birr**
	All	7,861,069.00	69,177,407.20
	Sida	1,182,389.00	10,405,123.00
Number of sub-grantees – 2004, 2005, 2006, 2007, 2008.	October–September 2004	= 30	
	October–September 2005	= 47	
	October 2006–September 2007	= 46	
	October 2007 to date	= 47	
What are the selection/exit criteria for SGs	• Local organization with legal status • Track records in project implementation • Financial management capability • Experience in the proposed activity • Ability to support CBOs/CSOs • Population coverage and geographic location • Not receiving other Sida funding • Range of services (integration) • Absence of service duplication and existence of complementarities • Referral linkage • Newly established CSOs/CBOs		

Variable	Comment/text
Name of SUO	**Pathfinder International Ethiopia**
Geographical coverage	382 Woredas in five regions (Amhara, Oromia, Tigrai, SNNPR, Benishngul), Addis Ababa region (99 Kebeles in Sub-cities), and Dire Dawa City Administration (9 Kebeles).
Number of beneficiaries/other tangible measure of results, according to SUO	40.4 million People (over 60% of the total population of the country).
Types of internal capacity building activities/size of budget 2007	Staff employment and transportation means. 2007 budget:
SUO's capacity for and role in support of SGs	Ability to provide funding for program and administration, technical assistance and institutional capacity building
Types of external (SG) capacity building activities/size of budget 2007	Advocacy, TOT, TA, and referral linkage for technical, social and economic support
Reflection on external environ-ment for civil society work	The government of Ethiopia has both policy and strategy for RH/FP, HIV/AIDS, and ASRH intervention and donors are willing for funding though much more in HIV than in RH/FP
Use of monitoring indicators – which? for what?	• Process, output, and intermediate outcome indicators used for program monitoring, • Outcome and impact indicators used to measure program impacts at population levels,
Monitoring system used?	PI-E M & E system has the following components • M&E and Planning Tam composed of one team l4ader, two M&E Program Officers, and one Assistant M&E/Data Processing Officer. • List of indicators of achievements by project. • MIS system composed of data collection formats (daily register books, and monthly and quarterly reporting formats) and access data base. • Guidelines on how to collect and report service data • Supportive monitoring checklists • Quarterly and annual work plan templates/guides • Regular reflection and experience sharing forums at Woreda and National level IPOs.
Is a Rights based approach used – and how is it applied? How can it be traced?	Pathfinder believes that reproductive health is a basic human right. Pathfinder advocates for sound reproductive health and family planning policies that will advance the well-being of families everywhere. Pathfinder provides women, men, and adolescents throughout the developing world with access to qual8ty family planning information and services.
Does SUO have the capacity to add new thematic priority area(s) to its mandate? Which?	Pathfinder has the capacity to add new thematic areas and scaling up of existing program areas.
Does SUO have the capacity to extend the number of sub-grantees?	Pathfinder International Ethiopia has the capacity to serve more Sub Grantee IPOs;
SUO's assessment of the cooperation with Sida	Pathfinder's cooperation with Sida has been smooth and productive in all the four program areas and it has specifically enabled Pathfinder to extend its rich international experience in RH/FP and in the area of care and support of individuals, families and communities affected by the HIV/AIDS pandemic.
SUO's assessment of the Umbrella model	Pathfinder International has a deep appreciation of the SUOs modality for the simple reason that it has enabled Sida to extend its reach and the SUO to serve marginalized, remote, and isolated population groups in addition to the vast majority in hinterland.
Documents reviewed	Project proposal, regular reports, end of project evaluation of the IPOs, Sida guidelines

General information about Pathfinder International

Pathfinder International-Ethiopia (PI-E) is an international NGO registered under the Ethiopian law with Ministry of Justice (MOJ) and has an operational agreement with Disaster Prevention and Prepar-edness Agency (DPPA). PI headquarters is based in Boston, USA and provides backstopping support and technical assistance to PI- Ethiopia office. PI program focuses world wide in family planning and reproductive health services and has incorporated HIV/AIDS since 1999. Pathfinder doesn't imple-

ment projects directly but rather sub grants to local organizations. It is one of the three SUO's involved in the SRHR and HIV/AIDS theme in the Sida/CSO support program.

Program management

PI-E is organized in a five-team set up to manage the various activities. These are: HIV/AIDS/STI and ARH team, FP/RH/HTP and Gender team,

Capacity Building & Training teams, Monitoring and Evaluation team, and Finance/Administration and Logistics team. PI-E has also regional offices headed by regional coordinators, one in Awassa, one in Addis Ababa and one in Bahir Dar with an Assistant based in Dessie. Though the country represent-ative is in charge of the whole organization, he has delegated the management of the first three pro-grams to the deputy country representative. This organizational structure remained the same for the implementation of the Sida/CSO support program.

Project selection/exit criteria and practice

PI head quarter is involved in final review and approval of sub grantees though the selection of poten-tial sub grantees, review and processing of the proposals and recommendations for funding is done at country level. The Sub-grantees selection process involved different steps. First announcement was made and 111 project proposals were submitted. An independent team composed of representatives from MOH, HAPCO and CORHA was established to carry out the selection.

A pre award survey was conducted to assess how the applicant SGs are structured, whether they have experience in dealing with other donors, review their audit reports and look for if there are any audit issues and identify if there are any other issues that need follow up if selected as sub grantee.

Pathfinder has a standard selection guideline that incorporates strong criteria. But the difference with Sida is its desires to make the criteria suitable to include new and growing NGOs. The question was "do they have the capacity to grow?" Therefore, the scores in the initial grant management were very loose and as a result, even those with inadequate personnel and financial manual were included to make them stronger through the capacity building process.

Project document preparation – After the pre-grant arrangement, project officers were assigned to assist and bring up their capacity for the development of projects documents. The whole process took nearly three months.

Outreach

PI-E implements its activities in four major regions of the country namely Oromiya, SNNP, Amhara and Tigray and in the city of Addis Ababa. Pathfinder works in more than 60% of the geographic area of the country. It has 72 facilities where integrated HIV/RH services are provided. The proposed modality for the implementation of the Sida program was implemented in four regions where 85% of the country's population is residing. The Sida program has enabled PI-E to expand its coverage of programs from 174 woredas to 215 woredas.

SUO relationships

With SGs

PI-E has good relations with its sub-grantees. It builds the capacity of SGs through periodic technical assistance to manage the services, develop financial and institutional strategies, modernize human resource management and supervision and consolidate participatory approaches to beneficiary identifi-cation and service delivery. For instance four of the applicants were Youth Clubs' and this was their first grant. The applicants in this category include Egna Legna, Tikuret, and Sisters Self Help. So the issue of capability was followed by a regular support or technical person from Pathfinder or on-the-job or in-house training. Currently many of these partner organizations have come to meet Pathfinder's standards.

With Government/local government

Pathfinder has established Woreda Advisory committees working on integrated and diversified issues. The Woreda Advisory committees have a manual and members who are trained and help as trust builders. Currently the health extension program is also integrated. Pathfinder has supported Regional Health Bureaus and established Regional partners' forums that conduct bi-annual consultative meetings.

With Sida

PI-E has good relation with Sida and is involved in joint monitoring visits and supervision of activities.

Views on Umbrella Organization

The SUO has added value by involving in Sida program. Pathfinder has two major funding sources. USAID that supports the RH program prohibits the use of fund for HIV/AIDS programs. On the other hand PEPFAR funding allocated for HIV/AIDS is never to be used for integrating RH intervention. It was the Sida fund that allowed Pathfinder to undertake integrated HIV/RH services, for instance, integrating family planning in VCT sites in Wollo. The Sida fund also helped increase the number of partner organizations. In this regard it allowed new and very in-experienced organizations to be part of this program. According to the Director: "Pathfinder was really dying to serve these groups and Sida came and made it possible". Sida has enabled the SUO to reach large populations by getting into remote areas, which was not reached by other actors.

Selected points from Self Evaluation

Weaknesses:

- Turnover of service providers (volunteers and other service provides) and staff of stakeholder organizations
- Budgetary limitations
- Low capacity of Sub grantees
- Fixed SUO/Sub grantee (25/75%) budget allocation
- Verticality of program areas of Sida

Overall assessment

PI-E has considerable experience in managing sub grantee assistance programs. It has also provided many grants for innovative projects by youth groups, iddirs and different associations. PI-E has scope for extending its cooperation with and support to more IPOs in HIV/AIDS-related activities.

Variable	Comment/text
Name of SUO	**Consortium of Reproductive Health Associations (CORHA)**
Area of expertise (knowledge & skills): (1) Overall in the organisation; (2) in Sida supported programme	Overall: capacity building, advocacy, networking, representation, coordination, resource mobilization Sida: Capacity building, coordination, (SRH and HIV/AIDS)
SUOs total budget in 2007 and Sida grant's share	Total: 5,842,004 Birr Sida: 2,646,516
Number of sub-grantees – 2004, 2005, 2006, 2007, 2008.	2005–2007: six; 2005–2008: four
What are the selection/exit criteria for SGs	Legally established and with viable board and general assembly; indigenous/local/national NGOs and CBOs working on HIV/AIDS and RH; experience in implementation of similar projects and proven track record; not partisan political organizations; strong staff and leadership; administrative and fund management capacity.
Geographical coverage	Three major regions: Amhara, Oromia, and SNNPR

Variable	Comment/text
Name of SUO	Consortium of Reproductive Health Associations (CORHA)
Number of beneficiaries/other tangible measure of results, according to SUO	Over 1.5 million beneficiaries: # of people reached though IEC/BCC interventions; proportion of people with knowledge, favourable attitude and behaviour related to SRH/HIV/AIDS; # of new acceptors of FP; # of revisits for FP; # of referrals for FP; # of active/current users of FP; total CYP (couple years protection) generated; # of referrals for MCH services; # of referrals for HIV/AIDS/STIs services (VCT etc); proportion of women utilizing MCH services; # of orphans supported; # of HTPs cancelled etc.
Types of internal capacity building activities/size of budget 2007	Project staff (4) salaries and benefits, staff training, materials @ 350,000 birr
SUO's capacity for and role in support of SGs	One staff coordinates overall program; 4 staff devote part of their time each for one SG for monitoring, supervision, TA, and other necessary activities; one finance person support SGs in finance related areas; CORHA's role includes implementing CB activities; organizing review meetings and experience sharing visits; jointly monitor progress/field visit with SGs; disburse funds as per the agreed upon plan and based on the quarterly performance report; ensure this fund is annually audited; engage in national and regional advocacy interventions;
Types of external (SG) capacity building activities/size of budget 2007	Training on various subjects; IEC/BCC material production; experience sharing visits; review meetings; supervision, monitoring and feedbacks; @ over 1 million birr
Reflection on external environment for civil society work	Generally, it is not that much supportive: 1) no legal framework; 2) lack of clarity among various government sectors dealing with CSOs/NGOs; 3) highly skewed biases/lack of trust 4) inconsistencies of donors positions for CSOs/NGOs
Use of monitoring indicators – which? for what?	# of people reached though IEC/BCC interventions; # of new acceptors of FP; # of revisits for FP; # of referrals for FP; # of active/current users of FP; total CYP (couple years protection) generated; # of referrals for MCH services; # of referrals for HIV/AIDS/STIs services (VCT etc); # of orphans supported; # of HTPs cancelled etc.
Monitoring system used?	Yes! Quarterly report, quarterly field visit, review meeting
Is a Rights based approach used – and how is it applied? How can it be traced?	Though not at full extent there is some element of this: information and services on RH and HIV/AIDS have been made accessible to the communities even at household level- access to information and services is one of SRH rights; HTPs like FGC and early marriage have been cancelled in project areas after communities got together – community conversations- and developed by laws; Increased use in contraceptives and cancellation of early marriage has resulted in girls school enrolment- beyond the SRH & R; PLWHAs and orphans have been supported by communities after stigma and discrimination fell down – violations of the rights of these have now been reduced. This can be traced from the progress reports. Though through out the project implementation the term 'right' per se was not mostly used, it can be realized that the project has definitely has addressed right issues.
Does SUO have the capacity to add new thematic priority area(s) to its mandate? Which?	YES! Gender/HTPs(in a large scale) and women empowerment
Does SUO have the capacity to extend the number of sub-grantees?	Yes!
SUO's assessment of the cooperation with Sida	In general it is good. However, it requires some improvements: 1) 25% of the fund should be spent in the SUO for both capacity building (internal and SGs) and administration. As CORHA's role in capacity building demands much effort and hence increased fund, this has been a major problem – the demand was much higher than what CORHA should spend. 2) Support for capacity building should be included specifically for local/national SUOs/NGOs/CSOs- CORHA could never access Sida supported capacity building activities or Ethiopia (e.g. those organized by Swedish universities) 3) support particularly on procurement should be considered: CORHA couldn't buy duty free vehicle though had made much efforts for three years; USAID and Pathfinder since they have agreement with GOE, NGOs could procure duty free

Variable	Comment/text
Name of SUO	**Consortium of Reproductive Health Associations (CORHA)**
SUO's assessment of the Umbrella model	Very good: 1) grass root/small NGOs/CSOs have access to resources 2) even those which didn't access (members of CORHA) have benefited from the capacity building activities 3) instrumental in knowledge management: information, experience sharing 4) increased acceptability/Recognition of CSOs/NGOs
Documents reviewed	

General information about CORHA

The Consortium of Reproductive Health Associations (CORHA) is registered as an umbrella local organisation – non-partisan, not for profit making NGO. The consortium is a sectoral membership organisation, founded in 1995 by seven local and international NGOs. The membership is classified as full, Associate and honorary memberships. Currently CORHA has over 90 member organisations, which work on SRH and HIV/AIDS in Amhara, Oromia and SNNPR regions.

By working through the regional development agencies, CORHA is affiliated to the government.

CORHA's programmes are focused primarily on assisting its member agencies in promoting and enhancing SRH&R activities. Women's empowerment and combating HTPs range high at present and for a possible extension beyond 2008.

Programme management

The General Assembly decides on policy and operational plan. The GA meets annually to approve budget and CORHA's Plan of Action. The GA appoints the Board of Directors from its members. The Executive Directors heads the Secretariat through which CORHA's programmes and projects are executed, with supervisory and support work by members of the Board of Directors.

The secretariat is small and suffers from high staff turnover and the supervisory and M&E functions in relation to SGs are stretched and stressed.

CORHA relies heavily on a Community Based Approach and on (445) volunteers as CBRHAs. They are trained for 2 weeks on national CBRHA curriculum and given yearly refresher courses, deployed 2 per kebele, visit HHs 3 days/week to inform & education, employ various IEC/BCC methods, provide FP service (pills and condoms), refer clients to health facilities and supervised – in principle monthly. 39 Youth Clubs on anti AIDS and RH, in- and out of school, provide peer education, youth dialogue and edutainment programmes.

It is the impression by the ET that these approaches in principle build on sound assumptions but also that they require much mentoring and supervision, as discussed in the main report. There is a high turnover of volunteers. Partnerships with competent agencies in their field of work, such as Pathfinder, UNDP, UNFPA and Family Guidance Association of Ethiopia (FGAE) could help to ease the supervision burden, but the impression is that these organisations are not much involved at field level.

At project level Project advisory committees (PACs) represent CBOs and relevant public sectors. PACs undergo initial training, meet quarterly and jointly monitor projects. However, reporting is seen as a 'challenge' and record of meetings rarely take place, although CORHA has developed extensive project activity reporting formats along the lines of Pathfinder (in English and Amharic). "USAID support for standardised reporting did not work. Fortunately Sida accepts what we bring!"

Project selection/exit criteria and practice

The selection of SGs was done by a public committee, since, as CORHA claims, they did not by itself have much experience. The agreed selection criteria were followed (see Template above item 5). 16 SGs

applied. 4 were selected for implementation. For capacity building CORHA also collaborates with Engender Health and the Family Guidance Association of Ethiopia. (See under Budget comments how fund allocations were withheld for EH-E).

Outreach

In terms of *target groups* it is fair to say that *adult population living with/in risk of HIV/AIDS* and adolescents still constitute underserviced and vulnerable groups in Ethiopia. The objective is increased access to and utilisation of quality sexual reproductive health information for adolescents and integrated RH/FP services for adults. Working through the regional development organisations ODA and ADA there is a potentially large outreach. The implementation areas are 11 woredas and 254 kebeles of the three major regions, (which are not the three most underserviced regions). CORHA's own estimation is that they service a total population of over 1.3 million, i.e. the total population in the targeted kebeles.

SUO relationships

With SGs

Assessment by the visited SG organisations ODA and ADA indicates a partner relationship and not a donor-grantee approach. Support from CORHA to the SGs is somewhat constrained due to limited staff and staff turn-over, yet technical support and capacity building inputs towards the realisation of SRHR as and integral component of the development endeavours is appreciated.

With Government/local government

CORHA provides advocacy and service delivery at local (regional, woreda and lower levels) as well as at national level for vulnerable groups on issues which are neither given priority by local government nor by national government – i.e. sexual and reproductive health and rights of women, HIV/AIDS victims and adolescents. CORHA, through support for the four key SGs, plays a role in community based activities to vulnerable groups in pursuing MDGs on women's health. Seen from Government the activities are service delivery gap-filling in a non-political advocacy area, in support of implementing the national laws against HTPs for which national/local government resources are not prioritised.

With Sida

Though assessed by CORHA as generally good, (See template above), regulations for capacity building in-country and overseas are not satisfactory. Likewise regulations for procurements, in particular of tax-free transport are challenged.

Comments on Budge

CORHA's funding sources are PI-E, Packard, Interact Worldwide/EC, Members and first of all Sida. Over the period 2005–2008 Sida's contribution has been about 45 pct. (12.4 million Birr of a total budget of 21.6 million Birr).

A smaller membership contribution of 94 Thousand Birr is registered only for year 2007, presumably in response to the Audit report of 2006. The audit report calls attention to the fact that membership fee was not paid for the year 2006 (nor the previous year).

Other audit findings and recommendations are significant and presumably have not been taken care of though commented on earlier. Thus, the Association has transferred cash grant to sub-grantees in such a way that only the bank transfer advices were attached with the payment vouchers. The audit report repeats it recommendation from the year before that the Association obtains the cash-receipts from sub-grantee agencies in order to ensure that the cash grants have been received by the sub-grantees.

Generally over 93 pct of the total budget has been utilised between January 2005 and December 2007. For ODA and ADA the pct. utilised was 100 pct. Only 74 pct. of the budget was transferred to Engender Health, due to administrative problems with EH. The financial summary for the period shows a

sub-total utilisation for the 6 SGs of 6.6 million Birr (95 pct.) and a utilisation rate for CORHA of 1.6 million Birr (83 pct.) of the budget for the 3-year period.

Views on Umbrella Organisation

The umbrella organisation is judged by CORHA as having a good potential to help strengthening the capacity of small NGOs/CSOs both directly and indirectly. Also the potential – and practice of knowledge sharing is deemed valuable.

Selected points from Self Evaluation

Many issues which appear as Strengths in the self-evaluation also range as Limitations/weaknesses. This is to be expected and only a few of the critical issues and threats are quoted here:

- Limited organisational capacity building endeavours – focus should also be given o institutional development at IPO level (human power, material, vehicle, etc). (The problem is exacerbated by high staff turn-over both in the NGOs and public sector).
- Limited financial monitoring by CORHA
- Documentation of best practices and their dissemination for scaling up should be improved
- CORHA should provide IPOs with contraceptive supplies including all medial supplies for provision of long acting and permanent FP methods (method mix).
- CORHA should supply IPOs with IEC/BCC materials
- Program/project life time/period too short to address the deep rooted traditional practices and bring about the desired behavioural change and long term impact on the RH and HIV/AIDS situation
- Lack of clear guiding policy among the government line ministries and DPPA on how to monitor and evaluate projects
- No clear law governing NGOs
- Support to NGOs from government side is still limited (not considering NGOs/CSOs as development partners.

Overall assessment

CORHA works with SRHR issues with a great demand at community level – and presumably ample community volunteers. Increased credibility of CORHA and its IPOs attract more partners. CORHA can capitalise on Government commitment to implement community based programs (health service extension program – HSEP). There is a favourable policy environment for SRH issues, while still limited participation of local government in program execution – CORHA plays important role as gap filler and in advocacy. CORHA's participation in high level policy dialogue on national SRHR issues increases more commitment to SRH issues.

Variable	Comment/text
Name of SUO	Sustainable Land Use Forum (SLUF)
Area of expertise (knowledge & skills): (1) Overall in the organisation; (2) in Sida supported programme	Training of Trainers (core and special trainings), experience sharing visits, piloting, documenting and disseminating best SLU & NRM practices, Advocacy and Lobby, networking.

Environmental protection consisting of capacity building: ToT, experience sharing visits, documenting and disseminating best SLU and NRM practice, technical backstopping, and networking |
| SUOs total budget in 2007 and Sida grant's share | Total SUOs budget: Birr 5,898,013.39

Sida Grant share: 2,940,822.73 (49%) |

Variable	Comment/text
Name of SUO	**Sustainable Land Use Forum (SLUF)**
Number of sub-grantees	
2004	–
2005	13 SGs
2006	13 (at the end of the same year, 6 of have of them have terminated)
2007	9 (7 with cost extension and 2 with no cost extension)
2008	9 SGs (7 up to December 2008 and 2 up to September 2008)
What are the selection/exit criteria for SGs	• Governance and Management Practices and Systems, sufficient evidence of working in NRM and SLU • Human Resources and related policy • Effective, Efficient and Excellence in Program Development and Management • Poverty focused project, articulation of local participation, sustainability (clear Phase out strategy), Gender sensitivity, technical soundness, consistency with Government policy **NB: each of the selection criteria's are in turn have sub- criteria's which is not depicted here)**
Geographical coverage	Afar (1SG), Amhara (4 SGs), Oromia (4SGs), SNNPR (3SGs) and Addis Ababa (1 SG serving all regions). Excluding the Sub-Grantee operating at federal level, others are operational in 63 Kebeles, located at 20 Districts of 11 Administrative zones
Number of beneficiaries/other tangible measure of results, according to SUO	Direct beneficiary: 84,753 HHs (60,214 male and 24,539 female) including 50 male and 33 female youths) Indirect Beneficiary: 423,765 population, local and regional governments, surrounding farmers, NGOs working in the area of SLU and NRM
Types of internal capacity building activities/size of budget 2007	• Training: Financial management, PPPME, Environmental Impact Assessment, Right Based Approach to Development • Procurement of office facilities • 11percent of the total grant
SUO's capacity for and role in support of SGs	**SUOs capacity:** SLUF has clearly demonstrated in managing grant fund, building SGs capacity, project monitoring and evaluation, networking, **SUOs roles:** fund management, SGs capacity building, M&E, documenting and disseminating best practices, networking
Types of external (SG) capacity building activities/size of budget 2007	**Training** • A 10 days Training of Trainers (ToT) on EIA for 16 field experts (1 female) • A 2 days training for 26 programme managers/finance officers (5 female) • A 10 days ToT on PPPME for 15 experts (3 female) • A three sessions on PLUP for 11 staff (all male) • A 10 days ToT on IWSM for 16 staff (3 female) • A 5 days ToT on RBAD for 15 staff (all male) • A 5 days ToT on Advocacy and Lobby for one staff **Budget allotted:** same 11 percent of sida grant
Reflection on external environment for civil society work	Presence of policy and strategy in the respective thematic areas, decentralization of power to local Governments, donors positive attitude to support CSOs, the need of tremendous effort to work in NRM and SLU
Use of monitoring indicators – which? for what?	• Physical plan and accomplishment • Quarterly reporting to the concerned institutions/stakeholders • Financial performance/utilization, • Project office and local government offices work relation including joint planning, implementation and monitoring, project agreement signing • Establishment and proper functioning of project steering committee: community and woreda/district level committee • Involvement/participation of women: how and benefits from the project, project impact • Problems encountered, Lessons learnt • Discussion with community/beneficiaries: participation in project planning, implementation and monitoring; their contribution (how and what) and benefits from the project. • Sustainability of the project

Variable	Comment/text
Name of SUO	**Sustainable Land Use Forum (SLUF)**
Monitoring system used?	SGs: quarterly reports, annual reports, project completion reports, SLUF staff field monitoring, SLUF –SGs bi annual and annual review meetings,
Is a Rights based approach used – and how is it applied? How can it be traced?	Awareness on RBA was created through trainings, Attitudes and awareness of staff of SGs enhanced, the concept of RBA was getting momentum
Does SUO have the capacity to add new thematic priority area(s) to its mandate? Which?	No, it will continue to operate with its given mandates
Does SUO have the capacity to extend the number of sub-grantees?	Yes, SLUF has the capacity to extend and benefit more SGs operating in the thematic area provided sufficient fund is availed by the donor
SUO's assessment of the cooperation with Sida	Very good in terms of timely disbursing fund, joint field monitoring, solving SUOs problem through monthly meeting, sharing experiences of other SUOs
SUO's assessment of the Umbrella model	SUOs and SGs Quarterly reports, annual reports, project completion reports, SUOs and SG evaluation reports, case studies, audit reports.
Documents reviewed	

General Information about SLUF

SLUF was established 1995 as an International NGO with the assistance of Oxfam Novib. It began functioning as a joint forum of partners on sustainable land use in Ethiopia and Eritrea, The organization was registered again as an Ethiopian NGO in 2002 following the Ethio-Eriteria war that forced its cease to continue as a joint forum. The forum is a membership organization comprising 20 NGOs, three International and seventeen local working in the environment sector.

SLUF programs are mainly focused in providing assistance to its members with the overall aim of promoting improved natural resources management and sustainable land use practices. To this end it was engaged in the area of capacity building of member organizations through training, information exchange, research, advocacy and networking. The grant management role of the forum was an additional area that started with Sida CSO cooperation program support, In this regard SLUF is involved at enhancing access to grants for CBOs and their active participation in the design, implementation, monitoring and evaluation of environment projects.

Program Management

SLUF's members have decision making power at all level of the organization and management's structure. The General Assembly, comprising all members with equal voting rights, is the highest organ of SLUF that decides on policy strategy issues, and is responsible for the appointment of board members. It also approves the board's nomination of the Executive Director. Member organizations initiate, define and decide on the design of SLUF's projects and activities based on their needs. They also approve work plans, supervise its implementation and approve activity reports submitted regularly. All the functions of the board of directors are undertaken after being approved by the General Assembly. It appears that this arrangement could bring challenges for smooth involvement of new members in the Sida support program.

Accordingly, the execution of the Sida CSO cooperation program from the out set was planned to be managed through a separate management structure comprising an advisory board, program advisory committee (PAC) and grant management unit. However the establishment of an advisory board and program advisory committee (PAC) did not materialize. Instead a project coordination unit (PCU) was the responsible body to manage the Sida support program and was accountable to the Executive Director. The unit was based in SLUF's office, comprised of three program staffs that were provided

office facilities and equipments. Though all SLUF staff members were involved in providing support to the program, PCU was responsible for the technical, managerial and administrative functions.

Most of the projects the program coordinates are designed with the approach of integrating livelihood improvement in natural resource management interventions. This involved small scale operations targeting selected farmers in the project target kebele areas. The assumption is that other beneficiaries and stakeholders get encouraged and share experience obtained from these demonstration projects for possible replication of the practices elsewhere. The sub-grantees train development workers who provide technical assistances to the beneficiaries to those provided with tools and materials. Through regular follow up and support the beneficiaries were organized into environmental groups for project level implementation. Furthermore documentation of these practices to serve as a tool for promotion and adoption of nest practices in other parts of the country.

Project Selection/and Practice
The initial screening of interested applicants that were 52 in number was carried out by SLUF. 22 organizations were short listed based on pre-qualification criteria agreed between SLUF and Sida, 17 sub-grantees submitted project proposals while 4 SGs were dropped and 1 resigned. The project appraisal and final selection of the 13 sub-grantees was carried out by the project review committee consisting of experts from CRDA, SNV – Ethiopia and SLUF Secretariat.

However, the number of sub-grantees has decreased to 8 during the extension period. The selection of sub-grantees for extension period was undertaken by consultation of SLUF and sub-grantees. First it was decided the minimum grant for individual sub-grantee project extension 15 months period was set as 300,000 Birr. This decision reduced the number of sub-grantees eligible for grants as the total fund allocated was not adequate to distribute the minimum grant that was set. As a second step project proposals were submitted for review and selection of final grantees. The review and selection was carried out by external consultants in order to avoid biases through independent selection process.

Outreach
Most of the projects were undertake in under served Regions with target areas affected by serious environmental problems. Priorities have been given to both male and female headed households estimated to be 84,753 which in turn directly benefiting 423,765 (assumption; 5 persons per households). The implementation areas were 20 Woredas and 63 Kebeles in 4 Regional States with different agro-ecological zone. On the whole priority focus has been given for projects that are operational in areas with little concentration of similar development actors. These aimed at improving the livelihood of target communities through enhancing their roles in sustainable environmental development. Through facilitating venues for sharing the experience of target communities and encouragement of other communities and stakeholders these projects have potential for scaling to larger out reaches.

SUO Relations

With SGs
SLUF supports Sub-grantees technically and Sub-grantees also conducts advocacy that is conducted at different levels. SLUF advises Sub-grantees to address cross cutting issues in environmental projects. Gender is one of the components incorporated.

With Government/local government
SGs have operational agreement with local governments and collaborate in planning, implementing, monitoring and evaluation. Moreover it regularly invites representatives from Sida and local government administration for on site field monitoring of activities Some SGs have shortcomings in dealing with local governments, and this has been one of the tasks in SLUF's regular monitoring, which provides SGs with feedbacks for improvement. The experiences in evidence based advocacy have helped

influence policy makers, officials and relevant government sectors in demonstrating effective farming. The quality of training provided by the capacity building program has improved. The SUO advocacy audiences also include universities and research institutions. It is currently undertaking a project to expand advocacy efforts using World Wide Web by utilizing EU – CSF.

With Sida
The forum judges it has good relation with Sida and invites the program coordinator for field monitoring and supervision of SG activities.

Comments on Budget
SLUF has funding partners other than Sida namely OXFAM NOVIB, European Union – Civil society fund (EU – CSF) and CRDA. The average grant amount per individual SUO range from 250,000–500,000 for project duration of 1–3 years. Both the project duration period and Small fund size of is observed as limitation especially for environment focused programs budget relatively require longer period, up to 5 years to show visible impact. The opinion obtained from SUO meeting also reveals the budget allocated by Sida for Administrative Cost was low and there is lack of capital cost (Office running costs). Despite this fact, the basis for the SUO decision to limit the administration cost for SGs to 10%, which is lower than the SUO, on the other hand was not clear.

A well workable format has been developed and has participatory transparent way of planning the release and management of fund. There are three forms to be completed before releasing fund to sub grantees. Fund requesting format, Expenditure format and Income Voucher. Fund requesting format encompasses accumulated expenditure of previous period, estimated expenditure for the next period and requested fund detailed by action plan for the planning period. Also, there is an annual consolidated audit report to the Ethiopian government and separate audit report by donors.

Views on Umbrella Organization
According to SLUF the organization strongly believes that it has the capable to extend mandate and number of Sub-grantees as it has a sound financial management. The support has increased capacity of SLUF has improved capacity that is an advantage to its members where trainings are standardized and facilities are improved due to the support. This enables SLUF and members to play their role better. SLUF has potential to utilize the flexibility of the support and believes it encourages flexible planning, monitoring, evaluation and high degree of community participation, a basis for sustainability of interventions.

Selected points from Self Evaluation
* Limited resources for follow up activities and to frequent periodic reporting
* Resource limitation special for administrative costs and lack of capital budget has depleted assets of the grant
* High turn over of development workers has hampered the progress of planned activities
* SLUF needs to improve the quality of publication and media materials
* Inadequate capacity enhancement trainings and support for both SG and SUO,
* Limitation of stakeholders participation in sharing information, and coordination
* Lack of phase-out strategy to sustain projects and the question of sustainability of Sida CSO cooperation program
* Environmental projects have shorter life span up to three years and limited funding to bring impact
* Absences of laws and legislations for land use and absence of policies for land management issues

Overall Assessment
SLUF's area of engagement in natural resources management integrated with livelihood promotion is relevant with the needs of the community with still high demand for services at project level. But the

organization needs to clearly establish mechanisms for replicating the practices of existing projects to other areas. SLUF can benefit from the comparative advantage of strong policy environment and government commitment to address environmental issues. The existing knowledge and experience in the field of environment coupled with participation at high level advocacy will contribute more commitment and mobilization of resources to address environmental issues.

Variable	Comment/Text
Name of SUO	**Christian Relief and Development Association (CRDA)**
Area of Expertise (knowledge and skills): (1) Overall in the organisation; (2) in Sida supported programme	**(1) Overall in the organization** CRDA has a long time diversified and rich expertise in dealing with issues of Advocacy & Lobby, Good Governance, Gender, Rural & Urban Development, HIV/AIDS, Civil Society Organization & their Constituency/Capacity Building, Emergency, Youth, Management of Delegated Resources and the Implementation of the same through Project Implementing Partners (PIPs). **(2) In Sida supported programme** Sida supported program has expertise in the area of program/project targeting and planning, activity plan based budgeting, proposal appraisal, devising implementation strategies that give due emphasis to the poor perspective and the Rights Based to Development Approach, mentoring/backstopping service as combined with monitoring and evaluation, capacity development of PIPs related to prior identified gap areas through conducting tailor-made training, experience sharing, organizing apprenticeship program, conducting bi-annual and annual project review workshops and duplicating the same at PIPs level, fulfilment of project core staff, transportation facility, critical material and equipments required for office and technical implementation, establishment and fulfilment of development centers such as Youth and Social centers with a principle of *working with the poor.*
SUOs total budget in 2007 and Sida grant's share	The total budget was *Birr 36,252,600* and out of this Sida's program share was *Birr 2,634,016* (7% of the total budget).
Number of sub-grantees – 2004, 2005, 2006, 2007, 2008	No SGs were there in 2004 as the time was allocated for processing SGs selection through competitive base using fair criteria. The # of SGs from 2005–2007 was 28 except two projects which phased-out earlier because of they were with one year life span; the rest were with two years life span.
What are the selection/exit criteria for SGs	**Selection Criteria** The selection criteria was done, on one hand, taking into consideration the assessment of information related to Organizational Governance System, Fulfilment of Legal Status, Organizational profile & Track record, Planning of a project through undertaking PRA/RRA principles and the write up of project proposal using logical framework approach. On the other hand, the technical viability of the proposal was checked from the stand point of relevance and completeness, methodology, sustainability, budget and cost effectiveness, management capacity & staffing. These criteria include the checking of whether the proposal is focusing on marginalized and underserved areas in terms of geographical area, intervention type and beneficiary targeting. They also check whether the proposal idea is innovative and easily duplicable within the local context, etc. **Exit strategy** The exit strategy of each project has been assumed to be a built-in in such a way that the sustainability check and balance has been made from the very project inception period which include through planning to implementation as well as monitoring and evaluation. This means that the necessary elements which were assumed to be helpful for the sustainability of the project were considered during the project planning and implementation process so that they are built-up and get consolidated within the project planning and implementation phase. These elements include, among the others, assuring the right targeting, genuine participation of the targets, working in a partnership with the local government office, conducting training, experience sharing visit, organizing and putting in place the necessary system, assuring the way financial and social sustainability will be enhanced, etc. *Generally, the sustainability issue has been considered from the stand point of –Technical, Financial, Social and organizational sustainability while the project is still in the implementation process.*
Geographical coverage	Seven Regional State which include Afar, Somali, Oromia, Amhara, Tigray, SNNPR and the City Administration of Addis Ababa.

Variable	Comment/Text
Name of SUO	**Christian Relief and Development Association (CRDA)**
Number of beneficiaries/other tangible measure of results, according to SUO	The total number of beneficiaries is 2, 697,948 beneficiaries The other tangible measure of results are as follows: • # of NGOs/CBOs/CSOs that accessed fund the CRDA/Sida program • # of NGOs/CSOs/CBOs engaged in supporting and assisting OVCs • # of OVCs that have got support and assistance from each of NGOs/CSOs/CBOs • #of projects provided care and support to the PLWHAs. • # of PLWHAs that are getting care and support • # of VCTs established and run functional as well as the # of people got the service, # of hectares treated with different conservation measures • # of sub-granted NGOs/CSOs/CBOs that participated in experience sharing visit, etc
Types of internal capacity building activities/size of budget 2007	The type of internal capacity building was training and organizing experience sharing visit that include abroad in the area of HIV/AIDS prevention and Control as well as Env'tal Development and Protection. The total Budget for the purpose in 2007 was Birr 85,000.
SUO's capacity for and role in support of SGs	**Capacity:** CRDA has capacity and expertise to support SGs through creating access to executable development fund from different potential Donor Agencies. The capacity is explained in terms of having well equipped organizational set up, staffed with qualified and experienced staff, developed rich experience in a diversified area of development careers, etc. **Role** The role CRDA play in supporting SGs is through: • Creating access to fund and different information source • Providing different trainings on different identified training topic areas • Organizing experience sharing field visit, apprenticeship program, mentoring/backstopping service • Organizing different plat forms on different issue areas • Provide institutional capacity building, etc.
Types of external (SG) capacity building activities/size of budget 2007	• Providing different trainings on different identified training topic areas • Organizing experience sharing field visit, apprenticeship program, mentoring/backstopping service • Conduct research on SGs' work area and disseminate the result, etc. The total budget was Birr 1,201,113.27.
Reflection of external environment for civil society work	In relative terms, at present, the external environment is conducive for the civil society work.
Use of monitoring indicators –which? For what?	• Input indicators such as what type of input and quantity is provided/purchased for which service delivery, etc • Readiness to implement plan at the right time • How activity implementation is sequenced during implementing the plan, • Real participation of beneficiaries and involvement of stakeholders- etc
Monitoring system used	• Using follow-up sheet based quarterly reporting format, analyzing the report and giving feedback • Conducting periodical field visit to the project site • Undertaking telephone based communication • Conducting review meetings.
Is a Rights Based Approach used– and how is it applied? How can it be traced?	Yes Undertaking targeting of beneficiaries and geographical areas using the principle of rights based to development. Through making the poor to participate in the project planning and implementation phases and thereby empowering The application can be traced from the beneficiaries own perception as well as from the field level existing practical things such from those beneficiaries already running their business, etc
Does SUO have the capacity to add new thematic priority area(s) to its mandate? Which?	If there is any that did not yet get attention, it will be included depending on the importance of the issue and the capacity it may require.

Variable	Comment/Text
Name of SUO	**Christian Relief and Development Association (CRDA)**
Does SUO have the capacity to extend the number of sub-grantees?	Yes
SUO's assessment of the cooperation with Sida	It has been found very viable for it has created new opportunity to secure fund for the emerging small NGOs/CBOs/CSOs having innovative development idea
SUO's assessment of the Umbrella Model	The Umbrella Model approach has enabled the umbrella SUOs to execute their establishment objectives through developing and enhancing their capacity as well as their SGs
Documents reviewed	Project proposal, Quarterly reports and M and E reports, etc.

General information

CRDA was established in 1973 by 13 organisations as members. As of January 2007 CRDA had 283 member organisations operating in Ethiopia. CRDA has more than 280 member organisations. Of those 194 (69%) are local NGOs and 89 (31%) are international. The memberships are active throughout Ethiopia, covering both urban and rural areas working on a variety of issues such as; food security, rural and urban development, health, HIV/AIDS, education, water and sanitation, infrastructure, good governance, environmental protection and civic education. The Sida grants are targeting HIV/AIDS prevention – 14 projects – and environmental development and protection – 14 projects – totalling 28 projects.

Programme Management

CRDA's Grant and Fund Management Department is responsible for the Sida Grant. CRDA has one full-time employed Programme Coordinator along with assistant, which has recently been employed, to look after the programme and provide management support. The other CRDA departments are providing services as per need. The Programme Coordinator found that too few staff resources had been allocated for coordination and management of the 28 projects in the Sida programme, while at the same time available resources from other CRDA departments could be better utilised.

During the self-evaluation some critique were raised of the financial procedures, which were found lengthy. CRDA had already reacted to the problem by employing the earlier mentioned programme assistant. The SGs on the other side according to CRDA need to strengthen their financial management by employing full time accountants and improve their financial reporting.

Project Selection/exit criteria and practice

CRDA established a Programme Review Committee consisting of 8 CRDA Department Head to screen proposals and make recommendations to the Executive Director for approval.

Projects from organisations of a certain maturity were selected for support. Project proposals were appraised and local authorities informed. Project should ideally be part of local development plan at woreda and zonal level, be innovative, have potential for replication and up-scaling, be community based and have a livelihood approach and addressing the interest of disadvantaged groups in the targeted thematic areas of underserved regions.

CRDA has developed a comprehensive and competent guideline for appraisal and selection of project proposals, where criteria and processes are thoroughly described. The guideline further includes procedures for monitoring and follow-up of projects. Applicant organisations were informed about the criteria for selection. Because of the low technical quality of the received proposals, there was a need to give on line/synchronized mentoring to capacitate the potential applicants. According to CRDA it took considerable time for the applicants to produce a clear picture of their envisaged project.

CRDA dropped 7 SGs for the second phase because of insufficient performance. First CRDA did an evaluation of the SG project – after that a round table discussion arranged with the SG management to discuss the evaluation – because changes did not take places thereafter, the SG project was dropped for further funding support.

Outreach

CRDA had problems in getting proposals from Gambela and Afar regions, which are considered to be underserviced. No proposals were received from there in the first round. As none of the established national NGOs were working in Gambela and Afar, CRDA had to weaken its principles. Concerted efforts were made to make the grant publication note known to local NGOs/CBOs and eventually one environmental project from Afar was included. Altogether 28 partnership agreements with 20 CRDA members and 8 non-member organisations were signed. Projects were implemented in 7 out of 11 regions, however as mentioned earlier only one in Afar and none in Gambela. Altogether 28 partnership agreements were signed with as many organisations 20 CRDA members and 8 non-member organisations.

Issue	HIV/AIDS	Environment	Total
No. of projects/IPOs	14	14	28
CRDA members	10	10	20
Not CRDA members	4	4	8
No of regions covered	6	7	7
No of woredas covered	14	14	28

CRDA relationships

With Sida
CRDA find that it has worked well – as Sida has been very flexible by not setting specific targets like other donors do. CRDA recommends the umbrella model to be continued.

With other SUOs
CRDA has entered into an agreement with SLUF for sharing of experience and to avoid double funding. The two organisations has also agreed to use the same approval procedures, organise joint programmes (discussion forums, apprenticeships, exchange visits) and provide technical assistance to each others project partners within environment. CRDA provides TA on grant management – SLUF provides TA on natural resource management. Besides, CRDA finds that relationships with other umbrella organisations had been weak. The Sida Umbrella model has encouraged this type of twinning arrangement.

With SGs
CRDA facilitated review meetings, and arranged learning and sharing visits among partner organisations besides doing regular monitoring and reporting. Further, workshops and trainings was organised for project staff. This was highly appreciated by the SGs along with CRDA's technical support and more was requested.

With Government
Relationship with the Federal Government has been weak in the area of advocacy and lobbying. CRDA is a lead organisation is relation to discussion on a new NGO legislation.

Comments on Budget
Figures for 2007 are not available – figures for 2005 and 2006 reveal an under-utilisation of capacity building budget for SGs.

Views on Umbrella organisation

CRDA finds the model useful because it has made it possibly to design a grant system based on mutual partnership and not a patron-client relationship. Further, the Sida model emphasise capacity building of the participating organisations, promotes ownership and innovative ideas.

Selected points from Self Evaluation

CRDA has identified the following problems:

• Technical proposals received had a low quality – providing TA was time consuming.

• Local government lack of commitment to, for instance, providing land.

• High staff turn over of SGs

• Price inflation – affects budgets.

• Geographical location of projects.

• SGs lack of timely reporting (some of them).

• Low budget utilisation efficiency among the SGs.

Overall assessment

A rapid assessment of CRDA's Sida programme was carried out in May 2007. 14 projects were scrutinised – 8 of them had been very efficient – performed as planned – and only 3 had underperformed considerably. Further bookkeeping were found to be acceptable by all and audits had been carried out as planned. Reporting has been timely.

CRDA has visited project sites one or more times during project implementation, however, most often the environment projects. Five of the HIV/AIDS never received visits. (p37) and in 2006 only 11 partners were visited. Technical backstopping has been provided to both types of projects. Experience sharing meetings have been conducted for the SGs/IPOs. Monitoring/mentoring service is a combination of field observation, telecommunication and review and feed-back of progress reports.

It seems that CRDA had problems in reaching underserved regions in Afar and Gambela – how it should also be taken into account that project duration was limited to maximum three years and in underserved regions and areas on a limited number of CSOs/CBOs with sufficient project management capacity were operating.

CRDA has had a one full time programme coordinator deployed for monitoring and mentoring of 28 partners. This had puts limitations to number of yearly monitoring visits and it seems that CRDA could make better use of its large organisational resources and regional set-up in providing support to the programme coordinator. A programme assistant was later employed to boost CRDA's monitoring and supervision of the SGs/IPOs. However, in overall CRDA has been able to provide valuable technical assistance on project implementation and facilitated contact and learning between the supported SGs/IPOs.

Annex 3: Brief on Sub Grantees (SG) visited by the Evaluation Team

Focus is on Sida supported activities unless otherwise stated

Variable	Comment/text
Name of SG	**Ethiopian Bar Association**
SG overall area of expertise/ specialisation. – Which expertise is used in Sida supported programme	(1) EBA is a professional association of lawyers who promote and uphold the rule of law and human rights. EBA also lends its voice to those vulnerable groups unable to express themselves clearly, to the eyes of justice. (2) The strategy followed by Sida/EBA intends to raise public awareness of law and human rights through workshops, newsletters, journals. The project also aims to augment the capacities of the two institutions – Sida and EBA – through case intervention and submission.
Number/types of inter-ventions/activities in Sida supported programme in 2007 – What have been the changes over time?	Workshops, newsletter, journal, poster, brochure, website development.
What is the total budget for the SG in 2007? What is 2007 budget for the Sida supported activities?	Birr 484,383.16 Birr 114,922.80
Budget breakdown for 2007 on following main budget lines; Operational; Administration; Capacity building; Equipment.	Project Expenditure: Birr 33,272.80 Others: Birr 81,650
Number of donors for the SG in parallel with Sida and size of other donor(s)' support	Two Birr 222,557.72
Number of beneficiaries/other tangible output measure for 2007, according to SG	Workshop beneficiaries: 200; publications beneficiaries: unidentified number of readers.
Types of internal capacity building activities for 2007 funded through the Sida grant. Budget for these?	• Establishing a committee in charge of law reform and advocacy • Conducting legal research for publications in the journal • Conducting training workshops • Publishing journals and newsletters • Making formal submissions to the parliament • Total budget for external CB is: ETB 422,230
Does the SUO provide access to a larger network? What are the benefits of networking?	It gives a common workshop and calls joint assessment meetings.
Reflection on external environ-ment for civil society work	Not conducive as it should be.
Use of indicators for achieve-ment of objectives – which indicators? for what?	The solidarity and participation of members.
Monitoring system used?	
Is a rights based approach used and how is it applied? How can it be traced?	
What are the effects of Sida support?	Knowledge of beneficiaries increased, EBA has come out stronger and more visible.

Variable	Comment/text
Name of SG	**Ethiopian Bar Association**
Does the SG have the capacity to add a new thematic priority area to its mandate? Which?	Yes, Human Rights and good governance, Free Legal Aid service.
Does the SG have the capacity to increase the number of interventions/activities?	Yes, it does have the capacity.
SG's assessment of the SG-SUO relationship (application procedures, reporting requirements, technical support and advice, etc.)	SG-SUO relationship is fine. SUO gives technical support and advice whenever asked, builds the capacity of SG.
Documents reviewed	Correspondence, Financial Document.
Name of SG	**Organisation for Social Justice in Ethiopia (OSJE)**
SG overall area of expertise/specialisation. – Which expertise is used in Sida supported programme	Expertise on Capacity Building Training Programs especially the various capacity building trainings OSJE has delivered to lower level judicial and law enforcement organs on legal issues were instrumental in successfully undertaking the activities. The organization has also utilized its in-house expertise in developing the paralegal training manual, developing of which, under normal circumstances, would have had a larger financial implication.
Number/types of inter-ventions/activities in Sida supported programme in 2007 – What have been the changes over time?	Two/A 15 days paralegal training was conducted for a total of 20 individuals drawn from schools, youth and CSOs. A one day awareness creation workshop was also held in the region's capital during which a booklet on the role of paralegals in enhancing access to justice has also been distributed. In terms of changes over time, so far different awareness raising trainings have been held upon the initiation and by the paralegals.
What is the total budget for the SG in 2007? What is 2007 budget for the Sida supported activities?	2,226,022.27 birr 155,925.00 birr
Budget breakdown for 2007 on following main budget lines; Operational; Administration; Capacity building; Equipment.	Operational: 1,889,342.91 Administration: 336,679.36
Number of donors for the SG in parallel with Sida and size of other donor(s)' support	Action Aid: 719,434.50 European Union: 1,180,260.27 Save the Children Sweden: 170,402.50
Number of beneficiaries/other tangible output measure for 2007, according to SG	A Comprehensive tailor made training manual which includes human rights, the legal framework, major Ethiopian laws and courts' structure and mandate was developed. 20 paralegals were trained. The trainees designed a legal literacy project by themselves and have given a training in their Woreda 52 persons including representatives of the Justice Bureaus of the region, Key Regional and Woreda Administration Offices representatives and his Excellency Ato Sabil Alberhim, Deputy President of the Benishangul Gummuz Regional State attended the workshop on the Role of Paralegals in Enhancing Access to Justice in Assosa Two papers on "The Role of Paralegals in Addressing the Problem of Access to Justice" and "Ethiopian Legal Framework in relation to Paralegals" were presented at the workshop by Addis Ababa University, Law Faculty staff members. A booklet on paralegals was published and distributed
Types of internal capacity building activities for 2007 funded through the Sida grant. Budget for these?	A laptop was purchased. Budget: 14,950.00 birr The partial airfare for a staff member has also been covered for a youth leadership training in the US. Budget: 3,050.00 Birr

Variable	Comment/text
Name of SG	**Organisation for Social Justice in Ethiopia (OSJE)**
Does the SUO provide access to a larger network? What are the benefits of networking?	
Reflection on external environment for civil society work	In connection with this project, cooperation of local government officials during all the implementation phases of the project was high and the environment was conducive
Use of indicators for achievement of objectives – which indicators? for what?	
Monitoring system used?	Questionnaires filled by trainees/paralegals and project evaluation by external evaluator at the end of the project
Is a rights based approach used and how is it applied? How can it be traced?	One element of HRBA was used during the paralegals training in the sense that by making the training sessions participatory, the participants were enabled to be keen and able to identify and solve legal problems in their vicinity through the legal means in place. The trainees/paralegals were also empowered enough to initiate their own small projects for training local communities on some women rights and gender based violence….
What are the effects of Sida support?	OSJE was able to train 20 paralegals in Benshangul Gumuz Regional State and raise the awareness of officials in the region on how paralegals could be utilized and how they are strategically valuable in emerging regions such as Benshangul Gumuz to enhancing access to justice particularly in light of the fact that there are very few educated personnel.
	OSJE was also able to use this project to scale up for another big project on four regions including Benishangul Gumuz to be funded by DFID-UK. This project was conceptualized, developed as a result of the Sida supported project.
Does the SG have the capacity to add a new thematic priority area to its mandate? Which?	No
Does the SG have the capacity to increase the number of interventions/activities?	Yes
SG's assessment of the SG-SUO relationship (application procedures, reporting requirements, technical support and advice, etc.)	We had good relationship we were able to get the required technical support. The application procedure is fare and transparent and the reporting system is good and appropriate to monitor the proper implementation of the project.
Documents reviewed	
Name of SG	**Mujejeguwa Loka Women Development Association**
SG overall area of expertise/ specialisation. – Which expertise is used in Sida supported programme	1 Agricultural Scaling up programme 2 Income generating activities 3 Harmful traditional practices 4 Household management 5 Alternative Basic Education 6 Self-help group formulation programme (SHG) (Sida 1–6)
Number/types of interventions/activities in Sida supported programme in 2007 – What have been the changes over time?	ABE and non formal education, income generating activities, advocacy on HTP, household management • Gummuz started to attend formal education • The committees income increased • Their house management is improved
What is the total budget for the SG in 2007? What is 2007 budget for the Sida supported activities?	Total budget = birr 1,909,230 Sida budget = birr 99,330

Variable	Comment/text
Budget breakdown for 2007 on following main budget lines; Operational; Administration; Capacity building; Equipment.	Operational birr 37900 Administration birr 9,030 Personnel birr 32,400 Furniture birr – Capacity building 20,000
Name of SG	**Mujejeguwa Loka Women Development Association**
Number of donors for the SG in parallel with Sida and size of other donor(s)' support	Oxfam GB Birr 1,504,000, Action AID Birr 99,000, FCE Birr 76,000, GFC Birr 60,900, KNH Birr 70,000
Number of beneficiaries/other tangible output measure for 2007, according to SG	Total beneficiary 7000, 64 SHGs (population 1,034), one grinding mill, five formal education center, 40ha of farm land for SHGs
Types of internal capacity building activities for 2007 funded through the Sida grant. Budget for these?	Cost of program coordinator and a casher was covered by Sida grant with a total cost of 32,400
Does the SUO provide access to a larger network? What are the benefits of networking?	
Reflection on external environment for civil society work	The program works on neglected Gummuz women and this made the organization fruitful on the area.
Use of indicators for achievement of objectives – which indicators? for what?	For HTP women started to stay at home during child delivery and menstruation – for education children started to attend – for house management their management is better.
Monitoring system used?	The system is participatory and inclusive
Is a rights based approach used and how is it applied? How can it be traced?	Yes right of the women on the area is being respected due to the organization advocacy
What are the effects of Sida support?	Reduce HTP on women and children Increase income of the community
Does the SG have the capacity to add a new thematic priority area to its mandate? Which?	Yes the SG wants to add new thematic priority area on HIV, water supply, health and good governance
Does the SG have the capacity to increase the number of interventions/activities?	Yes two woreda in metekel zone.
SG's assessment of the SG-SUO relationship (application procedures, reporting requirements, technical support and advice, etc.)	
Documents reviewed	

In the early 1990's Tirhas was working as sales person in a supermarket at Tanan Belels project at Pawi, Metekel, Ethiopia. She used to go to the villages accompanying her friend who was working for Metekel Zone Women Affairs office. On one of those days, she came across a situation that changed her life and the story of Gumuz women and children. She heard a voice from a nearby site and her friend advised Tirhas not to come any closer. At first, Tirhas thought it was some kind of danger, like a snake or wild animal, but when she recognizes it is not, she continued her step to reach where her friend and other women from the village gathered. The moment she reached there, she saw a body of a woman hanged in one of the trees in the bush and, under that there is a body of an infant born a few minutes or hours ago. That infant body was the 7th born of the woman who hanged herself. She realizes the voice she and her friend heard from distant was a cry of those women for their loved ones; the woman and her child. The reason Tirhas's friend warned her from going nearer was because she didn't want her to see that horror, as she herself was Gumuz, knew what happened and understand what the crowd is shouting about. Yet, she can't stop Tirhas from experiencing that tragic moment in her life, but at times, it became "a beginning to an end".

Gumuz women deliver in the bush by themselves, away from home and isolated from anyone to help them. This woman of the story lost all her previous six born and when this happens for the 7th time, she felt unworthy; always go home empty handed, that she committed suicide. Tirhas, knowing the Gumuz people for some time and questioning all the time why this practice is not changing, this particular incident left her with a broken heart, but at the same time she made a decision to do something.

Unfortunately, she has no idea of what and how to do it. She just has the heart, but not the means!! As entry she continued visiting the village two days a week where she lives 13 km away. This practice stayed for about one year and during this time, she built rapport with the community. In 1995, she constructed a school and in 1996 she installed grinding mill to the community using her family saving kept in her name, to send her to the States.

In fact, home delivery is her prime concern and she kept preaching the community to change their practice during childbirth and menstruation. In the Gumuz, there is strong held traditional attitude that both the mother and child will not be healthy and all the family will face catastrophe if delivered at home. The same is true for women during menstruation where they should be isolated and go to the bush.

After all the investments and the education Tirhas provided, one courageous woman decided and took the first step to deliver at home in 1997. Her word according to Tirhas "Tirhas built us school where our children can go, she install us grinding mill and she is teaching us to deliver in our home, not in the bush. So I will deliver at home and if I die because I deliver at home, I die for the sake of Tirhas, who has been generous in helping us". Then after, all women in the village started delivering at home and it became the tradition, not the exception. The woman who took her life happened in 1994 and, in three years time, the change Tirhas wanted to make took off effectively.

Tirhas, because she finished all her money and thought she fulfilled her mission, left the village for her home until 2001. All her family members and acquaintances were not supportive of her abandoning the idea of going to the States. What she does looked as something crazy. Only one of her brothers respected her choice and was supportive all the time, to the extent of influencing others either to support or leave her alone.

In 2001, the Zonal administration called and insisted her to establish an NGO to expand the service she has started, because of the impact she already made. Tirhas, after getting convinced to establish an NGO, employed one program person that can help her in this new venture. With this, Mujejeguwa Loka Women Development Association (MLWDA), was born and licensed by the zone in the same year 2001, and registered by the ministry of justice in 2003. Until MLWDA gets the first grant from DED in December 2004, Tirhas pays the salary of her one staff and other running costs from the remittance of her brother in the States who sent money for her living.

In December 2004, DED provided the first grant (Birr 79,000) followed by Sida support, in March 2005 (Birr 261,000 for the period March 2005–Sept 2007 and Birr 169,000 up to December 2008). In 2006 UNESCO Ethiopia office gave (Birr 100,000) for education, in 2007, British Embassy (Birr 70,000) for FGM, Global of Children (Birr 61,000) for Income Generation Activities for 20 young women, Facilitator of Change/KNH (Birr 70,000), to strengthen self help groups, advocacy on HTP and NFE. In 2008, Oxfam GB has pledged 1.3 million Birr for agricultural scaling up for a one-year program. Oxfam Canada has shown interest in HTP, Income Generation and Agriculture. The programs are focused in three geographic locations/woreda (Mandura, Dangur and Guba) supported by the different donors with possible expansion or intensification. The thematic areas are HTP, Income Generation, Education and Agriculture.

MLWDA is located at Gilgel Beles, the town of Mandura woreda, Metekel zone, Benesahngul Gumuz region. It is the traditional site where MLWDA started its voluntary work, before it took the shape of an NGO, and the town emerged afterwards. MLWDA has also a liaison office in Addis Ababa openen since 2007.

The Sida fund has been utilized for combating HTP, non-formal alternative basic education and agriculture. Agriculture practice has been shifted from hoe culture mainly done by women, to ploughing by donkey, oxen and tractor, mainly done by men. Crops grown have also increased from two types to more than five crop types. All women delivered at home and exchange marriage is abandoned. Access to children education has increased due to the ABEC.

Many baby girls delivered at home are named after Tirhas and many more will continue. The ET met one of those baby girls during the focus group discussion and witnesses the strong tie Tirhas has with those children and the whole community. She is really a great person with big heart.

Variable	Comment/text
Name of SG	**Gender Focus Ethiopia Association**
SG overall area of expertise/ specialisation. – Which expertise is used in Sida supported programme	Advocacy: HTP/FGM Reduction, Child & Women Rights, Good Governance
	Education: ABC Centers Construction & Running, Destitute school girls Support,
	Health: Primary Health cares, HIV/AIDS/TB Victims Support & advocacy
	Livelihoods: Widows & Street & vulnerable children, Support, Farm Inputs, Water & Sanitation, Other income Generating Programs
	(Advocacy and Education expertise are used in Sida Project except for Needy school girls' support.)

Variable	Comment/text
Name of SG	**Gender Focus Ethiopia Association**
Number/types of inter-ventions/activities in Sida supported programme in 2007 – What have been the changes over time?	The targeted children got an opportunity for basic education, and HTP, FGM reduced in the 4 Kebeles.,
What is the total budget for the SG in 2007? What is 2007 budget for the Sida supported activities?	Total Budget of the SG= 558,767.10 Sida supported activities 424,100.00
Budget breakdown for 2007 on following main budget lines; Operational; Administration; Capacity building; Equipment.	Operational birr 376,940.39 Administration birr 47,826.71 Personal birr 84,000.00 Capacity building Equipment 35,000.00
Number of donors for the SG in parallel with Sida and size of other donor(s)' support	Netherland's Embassy Development Cooperation 92,667.10, Members 42,000.00, Sida 424,100.00
Number of beneficiaries/other tangible output measure for 2007, according to SG	Total beneficiary are the 11,442 (M5385, F6057) populations of the 4 Kebeles Constructed. 4 non-formal Basic Education centers, 1 grinding mill,
Types of internal capacity building activities for 2007 funded through the Sida grant. Budget for these?	Cost of the Project Manager, program Officer, Accountant and a casher was covered by Sida grant with a total cost of 84,000
Does the SUO provide access to a larger network? What are the benefits of networking?	Yes, the benefits are many. These include: experience sharing, capacity building at a less cost, and getting state attention, donors mobilization and many more.
Reflection on external environ-ment for civil society work	
Use of indicators for achievement of objectives – which indicators? for what?	For education children started to attend and in the area the number of children in the ABE has increased and many are standing outside seeking an opportunity of being in.
Monitoring system used?	The system is participatory and inclusive
Is a rights based approach used and how is it applied? How can it be traced?	Yes, right of the women on the area is being respected due to the organization advocacy
What are the effects of Sida support?	Reduce HTP on women and children. Provided opportunity to children who otherwise would have been without schooling. Our Local NGO capacity built up.
Does the SG have the capacity to add a new thematic priority area to its mandate? Which?	Yes, the SG wants to add new thematic priority area on HIV, Sanitation, water supply, health, and good governance
Does the SG have the capacity to increase the number of interventions/activities?	Yes, we have the capacity and officially requested to two near by Kebeles in the same district and uraga district of Guji Zone.
SG's assessment of the SG-SUO relationship (application procedures, reporting requirements, technical support and advice, etc.)	
Documents reviewed	

Variable	Comment/text
Name of SG	**Children Aid Ethiopia (CHAD-ET)**
SG overall area of expertise/ specialisation. – Which expertise is used in Sida supported programme	Prevention of Sexual Abuse and Exploitation of Children
Number/types of inter-ventions/activities in Sida supported programme in 2007 – What have been the changes over time?	– Prevention (awareness creation, community mobilization, working with local community structures, scholastic support, medical support, counselling, etc) – Rehabilitation (vocational skills training, Income Generating Activities)
What is the total budget for the SG in 2007? What is 2007 budget for the Sida supported activities?	Birr 519,784.39
Budget breakdown for 2007 on following main budget lines; Operational; Administration; Capacity building; Equipment.	Operational: 503,047.34 Administration: 16,317.05 Capacity Building: 0.00 Equipment: 420.00
Number of donors for the SG in parallel with Sida and size of other donor(s)' support	No
Number of beneficiaries/other tangible output measure for 2007, according to SG	Prevention group: 200 girls Rehabilitation group: 100 girls
Types of internal capacity building activities for 2007 funded through the Sida grant. Budget for these?	None
Does the SUO provide access to a larger network? What are the benefits of networking?	The project has been performing it s activities through networking with other organizations like government offices, CBOs and associations.
Reflection on external environ-ment for civil society work	The project's relationship with external environment is very smooth and played major role in accomplishing planned activities.
Use of indicators for achieve-ment of objectives – which indicators? for what?	Indicators used: • Incidence of sexual exploitation reduced by 25% • Improved level of awareness of target children • Children became self-assertive and are able to protect themselves • Improved capacity of partners and local structures • For the objective: To reduce the incidence of sexual exploitation among vulnerable children in Kebele 12 of Addis Ketema sub city.
Monitoring system used?	CHAD-ET has weekly, monthly and quarterly meetings through which project implemen-tation statuses are monitored. And also weekly, monthly, quarterly, bi-annual and annual reports prepared by project coordinators are playing major role for monitoring.
Is a rights based approach used and how is it applied? How can it be traced?	Not used during the project period.
What are the effects of Sida support?	The project has been able to support 300 children exposed to sexual abuse and exploitation, A large number community members sensitized on different issues of tackling child sexual abuse and exploitation, IEC materials produced and distributed, Target children empowered to protect themselves from sexual abuse and exploitation,

Variable	Comment/text
Name of SG	**Children Aid Ethiopia (CHAD-ET)**
Does the SG have the capacity to add a new thematic priority area to its mandate? Which?	Yes Girls education, HIV/AIDS prevention
Does the SG have the capacity to increase the number of interventions/activities?	Yes
SG's assessment of the SG-SUO relationship (application procedures, reporting requirements, technical support and advice, etc.)	CHAD-ET is very comfortable in working with Save the Children Denmark. There is mutual understanding among us. CHAD-ET has got all necessary assistances for SCD as required.
Documents reviewed	
Name of SG	**Forum on Street Children Ethiopia (FSCE)**
SG overall area of expertise/ specialisation. – Which expertise is used in Sida supported programme	• In rehabilitation of Sexually abused and Exploited children • In mobilizing community to support OVC • I advocating the right of children • In strengthening law enforcement bodies
Number/types of interventions/ activities in Sida supported programme in 2007 – What have been the changes over time?	• Prevention and support program for sexually abused and exploited children and support program for OVC • Resources of the community mobilized and geared to the support of OVC- this indicates how much awareness level of the community about child right increased • Number of rehabilitated SAEC increased
What is the total budget for the SG in 2007? What is 2007 budget for the Sida supported activities?	Birr 759,976.78 total budget 603,338 for (January–September 2007) and 156,638.78 for (October–December 2007)

Budget breakdown for 2007 on following main budget lines; Operational; Administration; Capacity building; Equipment.		**Operational**	**Admin**	**Capacity build**	**Equip.**
	9month	508,051.00	49,287.00	46,000.00	–
	3month	147,608.36	8,030.42	1,000.00	–
	Total	=655,659.36	=57,317.42	=47,000.00	

Variable	Comment/text
Number of donors for the SG in parallel with Sida and size of other donor(s)' support	One NGO (funder)Pact on Girls empowerment Action aid on Girls Federation.
Number of beneficiaries/other tangible output measure for 2007, according to SG	200 OVCs 200 sexually abused and exploited children Served in DIC
Types of internal capacity building activities for 2007 funded through the Sida grant. Budget for these?	–
Does the SUO provide access to a larger network? What are the benefits of networking?	National and Regional steering committees for SAEC.
Reflection on external environment for civil society work	CBOs highly involved in support of OVCs

Variable	Comment/text
Name of SG	**Forum on Street Children Ethiopia (FSCE)**
Use of indicators for achievement of objectives – which indicators? for what?	**Obj-1.** To ensures the survival, developmental and protection rights of 100 sexually abused and exploited children in Dessie town by the end of the project period (2007).
	Indicators
	No. of SAEC benefiting from the DIC/Safe home support services
	No. of SAEC reintegrated with family/community.
	No. of SAEC quitted sex work & engaged in socially acceptable different activities.
	Types of services offered in DIC and Safe home
	Obj 2. To strengthen the efforts of five CBO's (Iddirs) and address the rights and needs of 200 orphans and other vulnerable children (OVC) in selected communities of Dessie town at the end of 2007.
	Indicators
	Number of established and functional income generating schemes
	No. and types of capacity building trainings provided for CBO's
	Types and scope of services and support provided for OVC
	Extent of financial and management capacities enhanced
	Obj 3. Raise level of awareness of the community on CR issues & build constituency of support groups and structures to address the needs and rights of OVC and SAEC at the end of 2007.
	Indicators
	Improved practical skills/capacities of the community, law enforcement bodies to deal differently with child abuses and OVC compared to the previous practices.
	Incidence of violation of child rights decreased
	Level of participation of stakeholders in the project activities.
	Existence of functioning structures to protect OVC.
	No. of property right's violations cases of children reported to the police and actions taken
Monitoring system used?	PRRP (Participatory Review and Reflection Process) with different stakeholders.
Is a rights based approach used and how is it applied? How can it be traced?	Yes and the interventions focused on building the capacities of right holders and duty bearers.
What are the effects of Sida support?	Lives of children under difficult circumstances (SAEC and OVC) changed and improved. Community become more sensitive towards the respect of the rights of children.
Does the SG have the capacity to add a new thematic priority area to its mandate? Which?	Prevention of SAEC through girls' scholarship program. Add areas of counter trafficking and migration.
Does the SG have the capacity to increase the number of interventions/activities?	Yes. If we are able to get adequate resources.
SG's assessment of the SG-SUO relationship (application procedures, reporting requirements, technical support and advice, etc.)	The reporting format was repetitive and bulky Joint and participatory planning session is highly encouraged and made us successful. No written feedback was given after the monitoring sessions by SUOs.
Documents reviewed	–
Name of SG	**Bahir Dar Kebele 12 Community Development Association (CDS)**
SG overall area of expertise/ specialisation. – Which expertise is used in Sida supported programme	Community based OVC support, Sanitation, Tutorial education, Credit and Saving, Self Help Grouping, Child rights promotion through children's forum *Sida Supported Program:* Community based OVC support and Child rights promotion through children's forum

Variable	Comment/text
Name of SG	**Bahir Dar Kebele 12 Community Development Association (CDS)**
Number/types of interventions/ activities in Sida supported programme in 2007 – What have been the changes over time?	Community based OVC support (Clothing, medical support, educational material support, monthly subsistence) Guardians' empowerment Child rights promotion through children's forum
What is the total budget for the SG in 2007? What is 2007 budget for the Sida supported activities?	Total allocation = 300,000 for three years and 145,000 for the extension period For year 2007 Sida= 74,238 Other=169,530 Promised = 360,000
Budget breakdown for 2007 on following main budget lines; Operational; Administration; Capacity building; Equipment.	Operational Cost= 58,926 Capacity Development = 5,383 Equipment = 2,000 Administration = 7,929
Number of donors for the SG in parallel with Sida and size of other donor(s)' support	Two Size= 222, 720 and the promised 360,000 per year
Number of beneficiaries/other tangible output measure for 2007, according to SG	55 Orphans and vulnerable children and 25 OVC children during the extension period 40 members of the children's forums 455 members of the community who received child rights education
Types of internal capacity building activities for 2007 funded through the Sida grant. Budget for these?	Training, experience sharing, purchase of some equipment such as photocopier, scanner, camera, television and DVD player Budget = 18,835
Does the SUO provide access to a larger network? What are the benefits of networking?	Yes, it does. It is a member of the regional OVC network, and it is also a member the national network of CBOs, and part of the management of the joint network of the Kebele 12 Iddirs and anti-HIV/AIDS clubs
Reflection on external environment for civil society work	Good CBO-government relations Credibility of the CBO by the community and the local government Encouraging support of the community towards the CBO
Use of indicators for achievement of objectives – which indicators? for what?	Number of students provided with educational, medical, clothing and subsistence support Number of students effectively attended schooling Level of the psychosocial change of the target orphan children Number of youth who run their life self-reliantly Number of guardians who were able to assist orphan children Level of reduction of child abuse and exploitation
Monitoring system used?	Members of the community committee and the community development facilitators make a day to day follow up and a weekly monitoring on particularly the situation of targeted children
Is a rights based approach used and how is it applied? How can it be traced?	After we received rights based approach training by JeCCDO, we established children's forum so that we can also advocate for the rights of children. We have also organized a number of awareness raising workshops on the rights of children to the community members

Variable	Comment/text
Name of SG	**Bahir Dar Kebele 12 Community Development Association (CDS)**
What are the effects of Sida support?	Targeted orphans were enabled to attend schooling at equal status with those children who have parents alive
	Other members Of the targeted OVC families benefited from the subsistence support
	Child abuse and exploitation reduced
	Reinstated the long existed social cohesion of supporting each other within the community
	The community takes over the issues of children and advocates for the rights of children
	Number of perspective street children decreased
	Change of attitude of most of the community members in terms of developing saving (due to the empowerment project component) and in terms of community participation and mobilization
	Nine HIV positive people were assisted through mobilizing the community
Does the SG have the capacity to add a new thematic priority area to its mandate? Which?	Yes: Youth development and old age support
Does the SG have the capacity to increase the number of interventions/activities?	Yes
SG's assessment of the SG-SUO relationship (application procedures, reporting requirements, technical support and advice, etc.)	Transparent selection procedure
	Frequent technical support
	Provision of training opportunities and other capacity development packages like system development
	Quarterly monitoring and backstopping service
Documents reviewed	Project document, performance and progress reports
Name of SG	**Center for Development Initiatives (CDI)**
SG overall area of expertise/ specialisation. – Which expertise is used in Sida supported programme	CDI is specialized in Child Rights, Livelihood, and Water/Sanitation and Environmental protection programs. In Sida supported project, the Child Rights expertise has been used to address the child rights issues.
Number/types of interventions/ activities in Sida supported programme in 2007 – What have been the changes over time?	Promotion of 5 Alternative Basic Education for children,
	Support 18 child rights clubs
	Awareness raising on the rights of children, girls education, and harmful traditional practices,
	Organize child Rights observance day,
	Provision of various educational materials for children and clubs,
What is the total budget for the SG in 2007? What is 2007 budget for the Sida supported activities?	Total Budget of CDI in 2007 was Birr 3,346,737.83
	Sida Supported activities in 2007 was birr 98,820
Budget breakdown for 2007 on following main budget lines; Operational; Administration; Capacity building; Equipment.	Total Operational budget in 2007, birr 111,320
	Administration birr 10,120
	Capacity building birr 22,500
	Equipment birr -
Number of donors for the SG in parallel with Sida and size of other donor(s)' support	Total Size of the Support for SG for all its activities in 2007 was birr 3,346,737.83
	No of donors were eight (namely Oxfam-America, Save the children Sweden, ISEE, Christian aid, Save the children Denmark, JeCCDO, ICCO and CIDR).
Number of beneficiaries/other tangible output measure for 2007, according to SG	The number of beneficiaries was over 3,000 children of which 42% of them are girls. The enrolment of children, especially girls, No of harmful practices being exercised on girls and etc constitute measure of results.

Variable	Comment/text
Name of SG	**Center for Development Initiatives (CDI)**
Types of internal capacity building activities for 2007 funded through the Sida grant. Budget for these?	Training, experience sharing and learning workshops
Does the SUO provide access to a larger network? What are the benefits of networking?	The SUO provided access to a larger `network to link the SG to others. For instance, the SUO linked CDI to the PBS projects being undertaken by the world Bank. The benefits of networking are to share information, access for funding, exchange of experience and so on.
Reflection on external environment for civil society work	The present external environment for NGOs is unpredictable, because though working atmosphere seems conducive for NGOs implementation, as the Civil Society organizations are eagerly waiting for the Civil Societies law to be promulgated soon, the Civil Society's survival is determined by the nature of that law. In any case, the good opportunity in the case of new legislation is that new Umbrella organizations have been considered.
Use of indicators for achievement of objectives – which indicators? for what?	No of children enrolled in the ABE centers, No of people attended awareness raising and etc sessions, number of child rights clubs supported are used as indicators for monitoring.
Monitoring system used?	Monitoring is carried out using the reports sent to them and by paying frequent field visits. Quarterly progress and financial utilization reports, telephone conversations, Field visits, meetings both at the head office and field office of CDI, checking the financial out-lays, and etc.
Is a rights based approach used and how is it applied? How can it be traced?	The project itself is basically about rights. Moreover, the rights based approach has been used in the project by changing the attitude of the community through training and awareness raising about the rights based approach. This is being translated practically in a way that the community demands the rights from the duty bearers. That is why the community compelled the government to takeover the ABE centers.
What are the effects of Sida support?	The positive effects of Sida support are increased enrolment of children, increased enrolment of girls, reduced incidences of harmful traditional practices, like early marriage, abduction, etc, around the rural areas, ensured rights of the children.
Does the SG have the capacity to add a new thematic priority area to its mandate? Which?	Yes, It can successfully handle other new thematic priorities like environment and governance.
Does the SG have the capacity to increase the number of interventions/activities?	Yes, CDI has the capacity to increase the number of interventions and activities.
SG's assessment of the SG-SUO relationship (application procedures, reporting requirements, technical support and advice, etc.)	CDI the SG, created partnership with JeCCDO, the SUO because of the Sida project being as a sub-grantee and as an Umbrella Organization. The relationship is very smooth, just as partners on equal status. The SUO is accessible for every information and for all consultations. The procedures are realistic and transparent. Reports are requested on time, technical supports are being provided for SG, some times through the consultant as a capacity building component.
Documents reviewed	
Name of SG	**Addis Development Vision (ADV)**
SG overall area of expertise/specialisation. – Which expertise is used in Sida supported programme	Disability prevention, rehabilitation and integration
	Inclusive education, reproductive health, women rights and empowerment, children rights and support
	Under Sida program the expertise applied was reproductive health and women empowerment

Variable	Comment/text
Name of SG	**Addis Development Vision (ADV)**
Number/types of interventions/ activities in Sida supported programme in 2007 – What have been the changes over time?	Establishing girls clubs and women fora
	Training for girls clubs and women forums members on RH, peer education, club/forum management, communication etc
	Financial support and business development training to women saving and credit associations members
	Transmitting messages on reproductive health including family planning, HIV/AIDS, harmful traditional practices
	Making referrals to RH services
	Availing appropriate technology to rural women
What is the total budget for the SG in 2007?	ADV's total budget for 2007 *Birr 3,148,463*
	Budget for Sida supported program for 2007
What is 2007 budget for the Sida supported activities?	*Birr 369,786*
Budget breakdown for 2007 on following main budget lines; Operational; Administration; Capacity building; Equipment.	Budget breakdown
	Operational: 329,393
	Administration: Birr 40,393
	Capacity building: -
	Equipment: -
Number of donors for the SG in parallel with Sida and size of other donor(s)' support	European Union (One million Birr)
	Pact/Packard Foundation (800,000 Birr)
Number of beneficiaries/other tangible output measure for 2007, according to SG	
Types of internal capacity building activities for 2007 funded through the Sida grant. Budget for these?	Training for project and coordination office staff
Does the SUO provide access to a larger network? What are the benefits of networking?	Networking among Pact/Sida partners
	The benefits were information sharing (on lessons learned, challenges and solutions), exchange of experiences
Reflection on external environment for civil society work	It is generally perceived that Civil Society Organizations play valuable roles in the development process of a country in creating conducive policy environment, educating the public to be able to influence government decisions and thereby advancing community empowerment. NGOs as part of the civil society have roles in pressurizing and persuading the state and institutions to be accountable and responsive to people's needs and rights in addition to projects/service delivery and charity works. The recent position of the government sees civil society groups including NGOs as one of the partners in reducing poverty and developing the civil society sector in the country.
Use of indicators for achievement of objectives – which indicators? for what?	Improved access to reproductive health and HIV/AIDS prevention services (Number of women using RH services)
	Increased community awareness on reproductive health and HIV/AIDS prevention and treatment (Number of persons participated in awareness raising workshops)
	Decreased family size (Number of women who use contraceptives)
	Decreased number of girl's dropouts (Number of girls attending school)
	Increased income generating opportunity for the target group (Number of women organized in saving and credit associations, amount of money saved, number of women who received credit and engaged in IG activities))
	Increased awareness among the community about harmful traditional practices (Knowledge on effects of harmful health practices)
	Women organized to address common needs (Number of women groups formed)
Name of SG	**Addis Development Vision (ADV)**

Variable	Comment/text
Name of SG	**Addis Development Vision (ADV)**
Is a rights based approach used and how is it applied? How can it be traced?	Yes. It was done through promoting human rights education Sensitizing women, girls, men and local government officials on reproductive health rights
	Using girls clubs and women forums for organized actions
What are the effects of Sida support?	Women's participation in political, economic and social spheres increased
	The target women's knowledge on their human and reproductive health rights has increased
	The target women got organized and started taking collective actions
	Poor rural women got access to saving and credit and has been generating their own income
Does the SG have the capacity to add a new thematic priority area to its mandate? Which?	Yes
	Promoting girls education
	Establishing women self-help groups
	Fostering women organizations/associations and building their capacities
Does the SG have the capacity to increase the number of interventions/activities?	Yes
	It can increase the geographic coverage and at the same time the type of intervention/ activities. It has good knowledge about the target area, the expertise and facilities to increase the number of interventions.
SG's assessment of the SG-SUO relationship (application procedures, reporting requirements, technical support and advice, etc.)	The relationship is a partnership one
	Funding was secured through a competitive process with the submission of a proposal
	Reporting (narrative and financial) was made on a quarterly basis
	The project and the SG have close contact with the SUO. They had consultations on the progress of the program, challenges faced and on other common concerns. The program staff of the SUO visited the project works at the ground and gave technical advice. The experience sharing program which was organized by the SUO once in a quarter was useful in sharing lessons drawn among project implementing organizations.
Documents reviewed	Baseline survey, project proposal, evaluation report
Name of SG	**Cheshire Foundation Ethiopia**
SG overall area of expertise/ specialisation. – Which expertise is used in Sida supported programme	Empowering women and adolescent girls with and without disabilities through advocacy against HIV/AIDS, Reproductive Health and Income Generation. It is an inclusive development approach in which persons with disabilities are equally benefiting without being marginalized.
Number/types of interventions/ activities in Sida supported programme in 2007 – What have been the changes over time?	Most of the activities done in 2007 are extended from the year 2006 including the three months bridge period lasting up to October 2007.
	Pursuant to this activities being carried out in 2007 are:- • Conduct TOT training • Sign language training • Club management training • Awareness creation activities • Institutional capacity building training • Economic empowerment • CBR TRAINING
	Change over time • Active participation of adolescent girls and boys with and with out disabilities in HIV/ AIDS prevention and reproductive health promotion • Issues of persons with disabilities mainstreamed • Increased psychologically rehabilitated persons living with HIV/AIDS • Reduced stigma against persons with disabilities and persons living with HIV/AIDS • Change in sexual behaviour and practice manage female with and with out disabilities • Improved living condition among persons with disabilities and their famines.
What is the total budget for the SG in 2007? What is 2007 budget for the Sida supported activities?	448,307.66 Birr including Sida
	173,183.96 Birr

Variable	Comment/text
Name of SG	**Cheshire Foundation Ethiopia**
Budget breakdown for 2007 on following main budget lines; Operational; Administration; Capacity building; Equipment.	Operational 65,898.82 Birr Personnel 65,374.00 Birr Overhead cost 13,764.32 Birr Capacity building 14,382.50 Birr Equipment 13,764.32 Birr
Number of donors for the SG in parallel with Sida and size of other donor(s)' support	There are four donors including Sida. The size of other donors' budget is almost 320,000.00. The budget covers all activities carried out in 2006 which include different rehabilitation activities provided for persons with disabilities in terms of economic empowerment and educational support.
Number of beneficiaries/other tangible output measure for 2007, according to SG	1,100 persons benefited in getting counselling service, IG and educational support and in being organized in different social groups like clubs, women and youth affairs.
Types of internal capacity building activities for 2007 funded through the Sida grant. Budget for these?	Training on strategic planning management, right based approach and purchasing of computer Budget 10,300.00 for computer purchasing. Budget for the training was covered by Pact.
Does the SUO provide access to a larger network? What are the benefits of networking?	Experience sharing network forum with Metebaber project partners. Best practice and experience sharing, mainstreaming issues of persons with disabilities into other partners' development agenda and building capacity gap. Networks help the prevention of duplications of efforts and appropriate utilization of resources.
Reflection on external environment for civil society work	Mainstreaming the issue of disability, HIV/AIDS and gender into CBOs, CSOs DPOs development program
Use of indicators for achievement of objectives – which indicators? For what?	Number of clients shown improvement in their life Number of associations strengthened Number of clubs established Number of people brought behavioural change towards disability and HIV/AIDS Number of schools involved to establish Awareness raising clubs Number of groups or individuals attached to the regular service delivering government offices etc
Monitoring system used?	day to day follow up, periodic supervision, quarter review meeting, reporting, government midterm and final evaluation
Is a rights based approach used and how is it applied? How can it be traced?	This approach is used to address the issues of Gender, disability and HIV/AIDS, The main methods are; giving orientation on the issues by organizing panel discussions, workshops, dramas house to house counselling services to different groups of people and through established clubs and working groups. Especially lobbying the local leaders to accept and work on the issues is one of the first most tasks By doing so it was possible to increase the involvement of women in leadership in many areas, to decide on the family planning issue of households etc. It was also possible to create awareness about children with disability and their right to education other public services in community. and Persons with HIV/AIDS have the right to public services in the community and they should not be marginalized.
What are the effects of Sida support?	CBOs took the initiation to mainstream the issues of persons with disabilities and HIVE/AIDS Harmful traditional practitioners ceased their deviated activities Number of females economically and social empowered The number of IG group established The improved living conditions of target clients

Variable	Comment/text
Name of SG	**Cheshire Foundation Ethiopia**
Does the SG have the capacity to add a new thematic priority area to its mandate? Which?	Capacity building on legal literacy Building the capacity of women on environmental protection Practicing water, hygiene and sanitation and MCH service, Accessibility and ICT to persons with disability
Does the SG have the capacity to increase the number of interventions/activities?	Yes To promote and work on accessibility, (to create a physical barrier free environment) to persons with disabilities Build the capacity of schools or establish model schools to demonstrate how inclusive education should look like.
SG's assessment of the SG-SUO relationship (application procedures, reporting requirements, technical support and advice, etc.)	The relation we have with Pact is based on partnership, mutual understanding and consensus. Pact is providing intensive technical and professional support enabling partners to do more and effectively.
Documents reviewed	Project proposals, grant agreements, reports
Name of SG	**Ethiopian Rural Self Help Association (ERSHA)**
SG overall area of expertise/ specialisation. – Which expertise is used in Sida supported programme	Gender Integrated RH and HIV/AIDS
Number/types of interventions/ activities in Sida supported programme in 2007 – What have been the changes over time?	IEC/BCC, Training, CBRHAs/PP Services, VCT services, care and support, capacity building and advocacy • Increased interest of rural people to undertake VCT • Increased the number of contraceptive users • HTP such as abduction, rape and other gender violence is declining • The culture of having pre-marital VCT is increasing • The targeted women and girls vulnerability to HIV/AIDS has decreased significantly
What is the total budget for the SG in 2007? What is 2007 budget for the Sida supported activities?	932,712.83 Birr
Budget breakdown for 2007 on following main budget lines; Operational; Administration; Capacity building; Equipment.	Operational(activity) = 541,886.63, Administration = 86101.47 Capacity building = 206,954.97, Equipment = 98,169.38
Number of donors for the SG in parallel with Sida and size of other donor(s)' support	
Number of beneficiaries/other tangible output measure for 2007, according to SG	30, 161 beneficiaries
Types of internal capacity building activities for 2007 funded through the Sida grant. Budget for these?	Purchase of computers and printers =25,338 birr
Does the SUO provide access to a larger network? What are the benefits of networking?	Yes, smooth and timely transfer of information
Reflection on external environ-ment for civil society work	The community participation and partnership with our stockholders is in a good state in our project area

Variable	Comment/text
Name of SG	**Ethiopian Rural Self Help Association (ERSHA)**
Use of indicators for achievement of objectives – which indicators? for what?	Contraceptive prevalence rate, number of VCT and PMTCT beneficiaries, prevalence of gender based violence, level of women decision making power, etc.
Monitoring system used?	Follows logical framework model, some of the monitoring methods used; progress report vs planned activities, supervision, discussion with the stakeholders and beneficiaries
Is a rights based approach used and how is it applied? How can it be traced?	Yes, it is being applied by empowering women for decision making, awareness creation on gender based violence, gender equality and promoting community participation at all level
What are the effects of Sida support?	P
Does the SG have the capacity to add a new thematic priority area to its mandate? Which?	Yes, health and environment
Does the SG have the capacity to increase the number of interventions/activities?	Yes
SG's assessment of the SG-SUO relationship (application procedures, reporting requirements, technical support and advice, etc.)	There is good relationship between the SG and SUO in terms of information exchange, budget transfer and technical support
Documents reviewed	
Name of SG	**New Life Teen Challenge D.P.**
SG overall area of expertise/ specialisation. – Which expertise is used in Sida supported programme	Our experience specialization is mainly on rehabilitation of street young people pace is also assisted us in empowering street young girls.
Number/types of interventions/ activities in Sida supported programme in 2007 – What have been the changes over time?	Reproductive Health and HIV/AIDS education through peer education. Vocational skill training. Capacity building.
What is the total budget for the SG in 2007? What is 2007 budget for the Sida supported activities?	The total budget for the year 2007 is 829,872.00 Ethiopian Birr. Out of which 257,522.00 is for Sida supported activities.
Budget breakdown for 2007 on following main budget lines; Operational; Administration; Capacity building; Equipment.	Operation 714,792.00 Ethiopian Birr Administration 115,080.00 Ethiopian Birr Capacity building Equipment
Number of donors for the SG in parallel with Sida and size of other donor(s)' support	There are about 4 donors supporting NLTCDP with 572,350.00 amount of Birr in the year 2007
Number of beneficiaries/other tangible output measure for 2007, according to SG	30 street young girls & boys attain IGA Training 104 OVCs have got psychosocial services 2000 street young people reached with RH/HIV AIDS IEC/BCC
Types of internal capacity building activities for 2007 funded through the Sida grant. Budget for these?	Organizational capacity assessment Development of financial manual

Variable	Comment/text
Name of SG	**New Life Teen Challenge D.P.**
Does the SUO provide access to a larger network? What are the benefits of networking?	Yes it does Sharing of ideas and experiences
Reflection on external environment for civil society work	There is relatively a conducive environment for civil society work for there is a developing trend of community participation
Use of indicators for achievement of objectives – which indicators? for what?	
Monitoring system used?	We monitoring activities on weekly report, field visit and review meeting
Is a rights based approach used and how is it applied? How can it be traced?	We use both need and right based approach for we are working with homeless street children and youth who are the most disadvantaged groups. In this case we intervene to address basic needs as well as their rights.
What are the effects of Sida support?	Sida support enabled us to empower street young people To develop life skills and vocational skills
Does the SG have the capacity to add a new thematic priority area to its mandate? Which?	Yes OVC care activities
Does the SG have the capacity to increase the number of interventions/activities?	Yes, of course
SG's assessment of the SG-SUO relationship (application procedures, reporting requirements, technical support and advice, etc.)	We enjoyed a real partnership, financial and technical support including mentoring. Procedures are very clear and transparent of course with close follow up activities and reports
Documents reviewed	Quarter and annual reports
Name of SG	**Hundee – Oromo Grassroots Development Initiatives**
SG overall area of expertise/specialisation. – Which expertise is used in Sida supported programme	Hundee has decade old experience and expertise in community mobilization, women social and economic empowerment, human rights education and community based development initiatives (assets based community development/ABCD).
Number/types of interventions/activities in Sida supported programme in 2007 – What have been the changes over time?	WORTH –women empowerment project has been the only Sida funded project for Hundee during the year 2007.
What is the total budget for the SG in 2007? What is 2007 budget for the Sida supported activities?	The total organization budget for the year 2007 was 9.1 million. The budget for the WORTH project (Sida-funded) was Birr 98,853.
Budget breakdown for 2007 on following main budget lines; Operational; Administration; Capacity building; Equipment.	The budget break down is as follows: Operational: 76,800 Administration: 6,000 Capacity building: 16,053 Total: 98,853

Variable	Comment/text		
Name of SG	**Hundee – Oromo Grassroots Development Initiatives**		
Number of donors for the SG in parallel with Sida and size of other donor(s)' support	ICCO	2,419,744.00	24.62
	T WSM	1,976,813.00	20.11
	Oxfam Canada	510,625.00	5.20
	IIRR	43,500.00	0.44
	Equality Now	168,000.00	1.71
	HAI	329,154.00	3.35
	AJWS	281,128.00	2.86
	EU	1,259,795.00	12.82
	MISEREOR	516,843.00	5.26
	USAID	227,500.00	2.31
	TROCAIR	357,258.00	3.63
	Oxfam America	942,878.00	9.59
	KNH	330,917.00	3.37
	Sida/PACT	98,850.00	1.01
	CARE	277,595.00	2.82
	CIDR	88,140.00	0.90
	Total	**9,828,740.00**	**100.00**
	The size of Sida budget as compared to others seems to be low. However, the fund is equivalently important when it comes to its objectives and overall impact on the livelihood of the target community.		
Number of beneficiaries/other tangible output measure for 2007, according to SG	The total number of women beneficiaries that have been participated in the WORTH (empowerment) program during the year 2007 were 1358. The women saving and credit groups have saved a total of Birr 84,268 during the same year. 523 members have been involved into petty trades and different micro-business through the credit that have been rendered by their respective groups. The women who have been involved in the business have obtained additional income and also acquired experience becoming model among the members stimulating others to involve in such activities.		
Types of internal capacity building activities for 2007 funded through the Sida grant. Budget for these?	Continuous capacity building trainings have been rendered for project staff (empowerment workers and focal person) so as to enable transfer the knowledge and skill to the women groups. Among the training topics were: • Overall orientation and training on WORTH program objectives and strategies • Objectives and strategies of women groups mobile workshops • Skills for women management committee • Basic business management training • Skills on monitoring and evaluation Moreover, different educational materials have been published and distributed for all members of the women groups entailing different educational topics. The total budget allocated and utilized for the capacity building activities during the year was equal to Birr 16,053.		
Does the SUO provide access to a larger network? What are the benefits of networking?	There have been organized series of forums and sessions at which WORTH partners have been brought together by SUO to discuss on common issues and share experience.		
Reflection on external environment for civil society work	• Though the global context is not as such encouraging, civil societies in Ethiopia enjoy better and enabling environment for their developmental endeavours with regard to partnership with governmental bodies.		
Use of indicators for achievement of objectives – which indicators? for what?	• The number of individual women coming to group activities (getting exposure, group strength, etc.) • Number of women involved in literacy education and could able to read and write • Individual saving and income level • Number and type of involvement in micro-business • Behavioural and attitudinal change towards self reliance and development (qualitative)		

Variable	Comment/text
Name of SG	**Hundee – Oromo Grassroots Development Initiatives**
Monitoring system used?	The changes indicated above regarding different socio-economic aspects of the beneficiaries are regularly and periodically monitored.
Is a rights based approach used and how is it applied? How can it be traced?	Right-based development approach is the central and among the developmental pillars of the organization. To this end, the staffs at all levels are oriented and have basic understanding towards the concept and principles of the approach. With this regard, human rights education is also among the core developmental interventions of the organization. In general the organization and the staff understand development not as charity or benefactors rather convicted as duty bearers.
What are the effects of Sida support?	• Enhanced role and position of in household (respect etc.) • Enhance women involvement in socio-economic activities • Enhanced women corporate effort and bondage bringing them on frontline for demanding and claiming their proper right and position at all socio-economic dimensions.
Does the SG have the capacity to add a new thematic priority area to its mandate? Which?	Of course the organization has adequate capacity to intervene into different thematic areas of development. The areas might include: • Increased involvement in human rights education • Climatic change (mitigation of impacts and copping mechanisms) • Rural enterprises development etc.
Does the SG have the capacity to increase the number of interventions/activities?	The major aspects that enable and ensure the capacity of the organization to increase developmental interventions include: • Wider geographical coverage and suitable distribution (placement) of field of offices at different zones and locations of the largest region (Oromia) of the nation. • Adequate interdisciplinary and professional staffing • Long year's engagement and experience in community-based developmental initiatives.
SG's assessment of the SG-SUO relationship (application procedures, reporting requirements, technical support and advice, etc.)	The organization has been enjoyed smooth partnership with the SUO during the past years in all aspects and relationships. The smooth partnership has been contributed and maintained through: • Continuous contacts and regular discussions • Continuous staff capacity building trainings • Consistent provision of resource materials for beneficiaries (which is unique among others) • Regular field visits and monitoring activities.
Documents reviewed	
Name of SG	**Tilla Association of Women Living with HIV**
SG overall area of expertise/ specialisation. – Which expertise is used in Sida supported programme	• Awareness creation about HIV/AIDS through life testimony of members, • provides its members with counselling, • Medical support by funding treatment and medication for opportunistic infections, social support, • Training on positive living, legal advice and • Skills trainings for members to engage in income generating opportunities, • H&CBC service, • Memory works, • OVC support, Sida specific expertise include: • Awareness creation about HIV/AIDS through life testimony of members, • Provision of counselling and referral service to target communities, • H&CBC service, • OVC support
Number/types of interventions/ activities in Sida supported programme in 2007 – What have been the changes over time?	Types of interventions/activities in 2007 by the Sida supported program had been: 1. IE/BCC/provision of testimony, 2. Counselling and VCT referral, 3. School support for orphans, 4. Basic training for new home based care providers, 5. Home based care service for bed ridden patients, 6. Training for family members by Home care providers, 7. Condom promotion and distribution, 8. Organising WAC meetings, 9. Conducting end of project evaluation

Variable	Comment/text
Name of SG	**Tilla Association of Women Living with HIV**
What is the total budget for the SG in 2007? What is 2007 budget for the Sida supported activities?	The total budget of Tilla in 2007 was Birr 1,544,469. The budget for Sida was 342,948.
Budget breakdown for 2007 on following main budget lines; Operational; Administration; Capacity building; Equipment.	• Operational budget: 245,354 • Administration: 27, 850 • Capacity Building: 54,295 • Equipment: 15,450
Number of donors for the SG in parallel with Sida and size of other donor(s)' support	The current number of donors for Tilla are five including Sida. These are: • Health link International for Positive Action= 571,036 • Health link International for Memory project= 79,904 • CRDA= 220,000 • Regional HAPC0= 350,000
Number of beneficiaries/other tangible output measure for 2007, according to SG	• IE/BCC/provision of testimony, 18,689, • Councelling, 1683 • VCT referral, 2368 • School support for orphans, 125 • Basic training for new home based care providers, 30 • Home based care service for bed ridden patients, 599 • Training for family members by Home care providers, 2007 • Condom promotion and distribution, 12,294 • Organising WAC meetings, 6, • Conducting end of project evaluation, 1
Types of internal capacity building activities for 2007 funded through the Sida grant. Budget for these?	Basic training for H&CBC providers = 36,250
Does the SUO provide access to a larger network? What are the benefits of networking?	Yes. The benefits include: • Sharing experiences, • Enabling or supporting the community to establish similar local organisations of PLWH
Reflection on external environment for civil society work	Due to the support gained by this project, Tilla has become a role model to the mushrooming organisations at local level and has been engaged in different advocacy campaigns.
Use of indicators for achievement of objectives – which indicators? for what?	Objective 1. To create awareness among the community • Number of advocacy workshop held, • Number of participants in each advocacy workshop, • Number of persons sensitized Objective 2. Capacity building Indicators; • Number of H&CBC providers received basic training in H&CBC Objective 3. To hold up care & support provision Indicators • Number of PLWHAs received H&CBC services, • Number of family members trained by H&CBC providers, Objective 4. To support counselling & VCT service seekers • Number of people referred to VCT centers, • Number of STI's cases referred, • Number of people received counseling services, Objective 5. To provide OVC support • Number of orphans supported
Monitoring system used?	• Direct supervision, • Periodic reports, • Field visits, • WAC meetings and feedback

Variable	Comment/text
Name of SG	**Tilla Association of Women Living with HIV**
Is a rights based approach used and how is it applied? How can it be traced?	Yes. H&CBC providers give the service regardless of the patient's zero status. That can be traced through contact with the beneficiaries.
What are the effects of Sida support?	The effects of Sida support are: • Reaching different segment of population with IE/BCC messages which has created awareness about HIV and AIDS, • The ongoing care by H&CBC providers has created a significant part to create an observable change among the community in reduction of stigma and discrimination, • Demand for ART has increased because of the positive impact created by testimony provision and the counselling service, • Due to the persistent follow up of H&CBC providers in compliance to ART and other medicines for opportunistic infections, patients has dramatically have been able to recover easily, • The increasing trend of interest among members of family to provide care for patients, • Active involvement of home based care providers in counselling and referring partners of patients for VCT service, • After VCT, the increasing demand for condom and active participation of HBC givers in promoting, demonstrating and distributing condoms, • The involvement of WAC members in community mobilization to secure food for bed ridden patients Besides, due to the capacity building support of the project, Tilla is enabled to manage other projects,
Does the SG have the capacity to add a new thematic priority area to its mandate? Which?	Yes. Reproductive Health and Prevention focused on Youth programmes such as: • Integrating family planning and youth programs to the existing interventions, • Promoting ART, PMTCT, adherence counselling, etc through the already established H&CBC and government H/facilities.
Does the SG have the capacity to increase the number of interventions/activities?	Yes.
SG's assessment of the SG-SUO relationship (application procedures, reporting requirements, technical support and advice, etc.)	The SG-SUG relationship has been two way and has helped the SG to strengthen its capacity in that regard.
Documents reviewed	• The signed project agreement document, • Reports, • SG signed project documents, • End of project evaluation report.
Name of SG	**Abebech Gobena Yehetsanat Kebekabena Limat Dirijit (AGOHELD)**
SG overall area of expertise/ specialisation. – Which expertise is used in Sida supported programme	• Children Welfare • Orphans and Vulnerable Children (OVC) Support • HIV/AIDS • Education and Skill Training • Community Based RH/FP and HIV/AIDS • Community Development • Rural agricultural development and small holding farmers capacity building activities • Small Scale income generating schemes

Variable	Comment/text
Name of SG	Abebech Gobena Yehetsanat Kebekabena Limat Dirijit (AGOHELD)

Variable	Comment/text
Number/types of interventions/activities in Sida supported programme in 2007 – What have been the changes over time?	**Activities** • HIV/AIDS prevention, care and support • Prevention message through IE/BCC • STI diagnosis and treatment • Expansion of counseling and improve access of VCT services • Orphan support • Reproductive health • FP services • Post abortion care services • Address gender issues and HTPs • Capacity building for health facilities • Adolescent sexual and reproductive health **Changes** • The awareness of the community increased • The occurrence of harmful traditional practice decreased • The needs for long-term and permanent contraceptive methodology increased • Stigma and discrimination is decreased • VCT client increased. • Environmental sanitation improved (most of the house hold have latrine) • EPI coverage increased (fully immunized children and mothers) • The number of mother who uses PMTCT service increased. • Condom distribution rate increased • Couple started to help each other because of FP use • The economical status of those people who use contraceptive improved • Excellent relationship with government offices. • Integrated work with Health extension worker. • Initiation & expansion of the program in the Zones. • CPR in the project area increased from **5%** to currently about **35%** (Zonal Health Office) • CBRHA Association established • CBRHAs started searching and referring fistula victims.
What is the total budget for the SG in 2007? What is 2007 budget for the Sida supported activities?	Total 2007 Budget for SG = 9,344,394.35 Total Budget for Sida = 772,270.00
Budget breakdown for 2007 on following main budget lines; Operational; Administration; Capacity building; Equipment.	Operational = 515082.00 Administration = 25290.00 Capacity Building = 152350.00 Equipment and Supplies 79,548.00

Number of donors for the SG in parallel with Sida and size of other donor(s)' support	No	Donor Agencies	Actual Amount Obtained in the year (Birr)
	1	Menschen fur Menschen	500,000.00
	2	MINF	649,643.86
	3	Plan Ethiopia	2,528,230.29
	4	Pathfinder international	801,324.00
	5	World Vision Ethiopia	558,293.99
	6	PACT Ethiopia	379721.76
	7	VCT and PMTCT Service -Addis Ababa (A.A hapco arada K.K)	55,640.00
	8	HIV/AIDS Prevention, Care and Support Addis Ababa	288,085.24
	9	Upgrading Abebech gobena Primary School	741,827.12
	10	CDRA	47,850.00

Variable	Comment/text
Name of SG	**Abebech Gobena Yehetsanat Kebekabena Limat Dirijit (AGOHELD)**
Number of beneficiaries/other tangible output measure for 2007, according to SG	Number of Beneficiaries Direct Beneficiaries = M=59,091 F= 115,000 Indirect Beneficiaries = M= 699,965 F= 553,707 • 26,178 new clients recruited through different outlets • 16566.23 CYPs generated • 540,107 people informed on RH/FP/HIV/AIDS issues • PAC given for 365 individuals by public & private health institutions • ANC Services given for 2,225 mothers • Postnatal care was given for 1,246 mothers • 753 deliveries were assisted • 11,597 clients were referred by CBRHAs & MPAs to health facilities for medium and long term methods of FP services • 13,995 children received different health care services (referrals & direct visits) • Implantation of Norplant was given for 690 clients • 56 IUCD new clients recruited and served. • 42,290 cycles of pills, 37149 vials of depo, 130,171 pieces of condoms were distributed in this quarter. • 1,804 individuals were sent/referred to Hospitals & health centers for HIV test/VCT by CBRHA and market place agents. • 72 HEWs received refresher training on referral linkages &FP update • 192 CBRHAs received refresher training • 50 clinical service providers received 5 days long training on referral linkages, FP update, supportive supervision & quality of care • Uniform and other supplies provided to CBRHAs
Types of internal capacity building activities for 2007 funded through the Sida grant. Budget for these?	• Financial Management for Non Financial Managers. • Insertion and Removal of Norplant and IUCD • FP Counselling • FP Update technology and Referral linkage for HEW and Health Professional • IEC/BCC Material Utilization • Essential Nutrition Action • BCC on essential Nutrition action • Youth Per promotion and club management • WAC training
Does the SUO provide access to a larger network? What are the benefits of networking?	Yes, Experience Sharing and adopting good practice.
Reflection on external environment for civil society work	There is a good start on creating networking and working together.

Variable	Comment/text
Name of SG	**Abebech Gobena Yehetsanat Kebekabena Limat Dirijit (AGOHELD)**
Use of indicators for achievement of objectives – which indicators? For what?	Relevance of Program The program has relevance to • MDGs • National Population Policy • National Health Policy • National HIV/AIDS Policy • National Youth Policy • National Poverty reduction Strategy **Indicators** **Maternal Mortality and Morbidity Rate** for Maternal health, HTP and Harmful Traditional Practice, Family Planning HIV/AIDS and STI diagnosis and Treatment. **Child and Infant Mortality and Morbidity Rate:** Child Health, HIV/AIDS and Harmful Traditional Practice. **Contraceptive Prevalence Rate:** FP **HIV/AIDS Prevalence Rate:** VCT, PMTCT, STI diagnosis and Treatment, HIV/AIDS prevention, care and support, Prevention message through IE/BCC, Adolescent sexual and reproductive health improved and Address gender issues and HTPs **Promote Gender Equity and Empower Women (RH right and FP):** RH/FP and HIV/AIDS **All the above will contribute to the poverty Eradication program of the country**
Monitoring system used?	• Monthly Meeting with agents • WAC meeting on Quarterly Basis • Monthly, quarterly and Annual Report • Field visit on Quarterly basis by experts from AGOHELD Zonal and head office • Field visit on Quarterly basis by experts from Pathfinder • Quarterly meeting with stakeholders. • Biannual and Annual Review meeting with all stakeholders • Joint Evaluation of mid term with government offices
Is a rights based approach used and how is it applied? How can it be traced?	• Yes, Full information has been provided on all contraceptive Methodology and the clients decide the type of contraceptive methodology and when to use it. • Women Empowerment By conducting interview with the beneficiaries
What are the effects of Sida support?	• The awareness of the community increased • e occurrence of harmful traditional practice decreased • The needs for long-term and permanent contraceptive methodology increased • Stigma and discrimination is decreased • VCT client increased. • Environmental sanitation improved (most of the house hold have latrine) • EPI coverage increased (fully immunized children and mothers) • The number of mother who uses PMTCT service increased. • Condom distribution rate increased • Couple started to help each other because of FP use • The economical status of those people who use contraceptive improved • Excellent relationship with government offices. • Integrated work with Health extension worker. • Initiation & expansion of the program in the Zones. • CPR in the project area increased from **5%** to currently about **35%** (Zonal Health Office) • CBRHA Association established • CBRHAs started searching and referring fistula victims.
Does the SG have the capacity to add a new thematic priority area to its mandate? Which?	Yes, Like Poverty reduction program HIV/AIDS program and establishment of youth friendly centre and provision of services.
Does the SG have the capacity to increase the number of interventions/activities?	Yes

Variable	Comment/text
Name of SG	**Abebech Gobena Yehetsanat Kebekabena Limat Dirijit (AGOHELD)**
SG's assessment of the SG-SUO relationship (application procedures, reporting requirements, technical support and advice, etc.)	Excellent relationship with SUO on • SUO give continuous capacity building program technically and financial for its own staffs and the organization in general
Documents reviewed	
Name SG	**NRHSDO/HIV/AIDS Prevention, Care & Support project/(Netsebrak)**
SG overall area of Expertise/specialization.-which Expertise is used in Sida supported programme	• Ex-Director (Diploma in management) • Project officer (B.A Degree in psychology) • Finance & administration head (Diploma in Accounting • Secretary Casher (Diploma in Accounting)
Number/types of Interventions/activities in Sida Supported programme in 2007 – what Have been the changes over time?	• Prevention, care & support • IGA • School support for OVC • Adolescent Reproductive Health • Medical support, training
What is the total budget for the SG in 2007?	273,531.00
What is 2007 budget for the Sida Supported activities?	263,241.00
Budget breakdown for 2007 on following main budget lines; Operational; Administration; capacity Building; Equipment.	Administration 19,200.00 Capacity Building 58,330.00 Equipment 25,400.00
Number of donors for the SG in parallel with Sida and size of other donor(s)' support	ECI Africa & HAPCO Small grantee
Number of beneficiaries/other tangible output measure for 2007, according to SG	44,515 people become beneficiary rather directly or indirectly 1 Resource center established
Types of internal capacity building activities for 2007 funded through the sida grant, Budget for these?	
Does the SUO provide access to a larger network? What are the benefits of networking?	• Yes • Sharing idea, • To avoid Duplication of efforts
Reflection on external environment for civil society work	• External environment has a positive regards & good R/n ship with us.
Use of indicators for achievement of objectives – which indicators? for what?	• The indicators are very important • No of beneficiaries • No of care givers & staff workers for effective implementation of activities. • Different reports for the accomplishment of activities
Monitoring system used?	Monthly, quarterly & Annual reports
Is a rights based approach used and how is it applied? How can it be traced?	• Organizing patients in an association & know and discuss on their rights • Voluntarism activity
What are the effects of Sida support?	• It has positive effects • Majority of the beneficiary clients revived & become self reliant

Variable	Comment/text
Name SG	**NRHSDO/HIV/AIDS Prevention, Care & Support project/(Netsebrak)**
Does the SG have the capacity to add a new thematic priority area to its mandate? Which?	Yes the so have the capacity to increase intervention areas if it is granted to do so.
SG's assessment of the SG-SUO relationship (application procedures, reporting requirements, technical support and advice, etc.)	The SG's relation ship with sida is mainly through path finder International Ethiopia
Documents reviewed	Activity report, financial Document Beneficiary registration document Audit report
Name of SG	**Tikuret for Gumuz people development**
SG overall area of expertise/specialization - Which expertise is used in Sida supported programme	Integrated community based RH/FP and HIV/AIDS prevention project
Number/types of interventions/ activities in Sida supported programme in 2007 what have been the changes over time?	• Training of service providers (Refresher) • Provision of Family planning service • Orphans schooling support • Counselling service • Home based care service • Skill trainings (Wood and metal work) • IEC
What is total budget for the SG in 2007?	808,429 birr
What is 2007 budget for the Sida supported activities?	408,634 birr
Budget breakdown for 2007 on following main budget lines, operational, Administration, Capacity building, Equipment.	Operational – 285,059 Administration – 55,985 Capacity building – 44,050 Equipment – 23,460
Number of donors for the SG in parallel with Sida and size of other donor(s) support	Sida – 383,538 CISP – 300,000 Action Aid – 99,785
Number of beneficiaries/Other tangible output measure for 2007 according to SG	80 orphans schooling support more than 2000 new clients more than 60,000 people reached by HIV/AIDS family planning and STT.
Types of internal capacity building activities for 2007 funded through the Sida grant. Budget for this?	Different refresher trainings training for CBRHAS CHBE, community counsellors and peer promoters 44, 050 birr
Doses the USO provide access to a larger network? What are the benefits of networking?	Yes, networking helps for working together, experience sharing and better skill development.
Reflection on external environment for civil society work	Strengthened civil society working for community is essential & needed.
Use of indicators for achievement of objectives-which indicators? for what?	Indicators as per action plan & objectives starting from baseline survey, both qualitative & quantitative ones are used (Example. numbers, sessions, CPR, CYP, level of awareness etc.
Monitoring system used?	Reporting supervision base line and evaluation survey meetings

Variable	Comment/text
Name of SG	**Tikuret for Gumuz people development**
Is a rights based approach used and how is it applied/ How can it be traced?	Yes it was made by making the community to know & use their right (reproductive health right)
What are the effects of Sida support?	Behavioral change, use of contraceptives increased, awareness raised orphans got support.
Does the SG have the capacity to add a new thematic priority area to its mandate? Which?	Yes expansion to new woredas & youth center establishment We developed the experience.
SG's assessment of the SG-SUO relationship (application procedures, reporting requirements, technical support and advice, etc.)	It is very good with interesting application procedures, excellent technical support.
Document reviewed	Strategic plan, personnel manual Audit report
Name	**Amhara Development Association (ADA)**
ADA's overall area of expertise/ specialisation. – Which expertise is used in Sida supported programme	Health, Education, Agriculture, Rural Water Supply, Road Construction, Health: RH and HIV/AIDS, ASRH
Number/types of interventions/activities in Sida supported programme in 2007 – What have been the changes over time?	In West Goj jam zone at four woreda (quarit, sekella, wonberima and Bahirdar zuriya) **Activities are** FP information and service provision, maternal and child health service referrals, HIV/STI prevention and referrals, ARH and prevention of HTPs **Changes over time** Increased up take of FP service users Behavioural change on RH/FP Increased up take of VCT service Reduced effects of HTPs
What is the total budget for the ADA in 2007? What is 2007 budget for the Sida supported activities?	Total budget of ADA 2007 – 19 million Total budget for Sida support 2007 – 758,268.88
Budget breakdown for 2007 on following main budget lines; Operational; Administration; Capacity building; Equipment.	**Budget break down** Operational 545,227.4 Administrative 30,088.0 Capacity building 128,121.0 Equipment 54,832.5
Number of donors for the ADA in parallel with Sida and size of other donor(s)' support	**Packard Foundation-RH project** **Path finder International Ethiopia-RH project** **I-TECH-Linkage project** **Engender health** **DSW-Fight Fistula project** • Pathfinder area 28 woredas (North Gondar 19, south Gondar 7, Oromia 2) • Packard area 39 woredas (North Shoa 17, South Wollo 15, North Wollo 7) • I-TECH 10 woredas • Engender North showa, South Wollo and North Wollo

Variable	Comment/text
Name	**Amhara Development Association (ADA)**
Number of beneficiaries/other tangible output measure for 2007, according to ADA	Over 9 million people are benefiting from RH projects conducted by ADA. Number of FP acceptors CYP generated Houses visited Education Sessions conducted People participated in Education Sessions Contraceptives distributed by type Number of referrals Trainings conducted Review meetings conducted
Types of internal capacity building activities for 2007 funded through the Sida grant. Budget for these?	Training on Long term contraceptive method for woreda and zonal staff 8,305.00 CBRH basic training for CBRHAs 51,516.00 Peer educator refresher training for youth 14,130.00 Theatrical art refresher training for youth 15,040.00 Experience sharing b/n clubs 6,000.00 Advocacy work shop at woreda level 32,320.00 Motor Bike training 6,810.00
Does CORHA provide access to a larger network? What are the benefits of networking?	Yes it does, it gives the opportunity to exchange information, experiences, resources and enhances communication.
Reflection on external environment for civil society work	The external environment is good for civil society organizations to work especially for ADA. The policy environment and the government administrations at all levels are cooperative. Above all the community can also participate and help implementation as long as we empower them and give the opportunity.
Use of indicators for achievement of objectives – which indicators? for what?	**IEC** No of sessions per topic No of house holds visited Proportion of kebeles covered No of sessions conducted People addressed No and type of IEC materials distributed **Service delivery** Number of active users Number of new clients by method/Month Amount of contraceptives supplied by method Amount of service charge collected Continuation rate Method mix CYP generated CPR

Variable	Comment/text
Name	**Amhara Development Association (ADA)**
Monitoring system used?	Monthly supervision by woreda coordinators
	Quarterly super vision by WC & PAC
	Monthly PAC review meetings at woreda level
	Quarterly supervision at zonal level
	Monthly reporting at woreda level
	Quarterly review meetings at woreda level
	Bi-annual review meeting at zonal level
	Bi-annual and annual review meetings at regional level
	Quarterly reporting at zonal, regional donor level.
Is a rights based approach used and how is it applied? How can it be traced?	Yes, FP clients are given education and counselling on all available options and they are encouraged to decide which to take unless the client has health problem which does not allow her to take a particular contraceptive type.
	It can be traced simply by using random sampling.
What are the effects of Sida support?	Unless to otherwise to the Sida support through CORHA, there would have been no RH program to undertaken in 4 Woredas of west Gojjam, which means
	Increased up take of FP service
	Behavioural change on RH/FP
	Increased up take of VCT service
	Reduced effects of HTPs
	Increased awareness on RH/FP
Does the ADA have the capacity to add a new thematic priority area to its mandate? Which?	Yes it does, new thematic areas like Nutrition, Linking PMTCT with health facility
Does the ADA have the capacity to increase the number of interventions/activities?	Yes it does,
ADA's assessment of the ADA-CORHA relationship (application procedures, reporting requirements, technical support and advice, etc.)	We have a productive relationship with CORHA and all the procedures are workable and helpful. The technical support is also encouraging and we find it to be very helpful.
Documents reviewed	
Name of SG	**Oromia Development Association (ODA)**
ODA overall area of expertise/ specialisation. – Which expertise is used in Sida supported programme	Health, Education, Agriculture, Rural Water Supply, Road Construction, CBD Program Management, Conducting TOT on various RH Topics, Community mobilization at grass root, IEC material development and distribution, management of multi-donor projects etc
	All Health Related Experience except construction of Health Facilities
Number/types of interventions/ activities in Sida supported programme in 2007 – What have been the changes over time?	CBD Program, Orphan Support and Youth Support
	The program has benefited over 30,000 new family planning clients and currently serving over 13,000 clients on different choices, 100 orphans supported, and over 10,000 adolescents has been reached by RH information.
What is the total budget for the ODA in 2007?	Over 24 million Birr
What is 2007 budget for the Sida supported activities?	736,597 Birr

Variable	Comment/text
Name of SG	**Oromia Development Association (ODA)**
Budget breakdown for 2007 on following main budget lines; Operational; Administration; Capacity building; Equipment.	Operational; 456,140 Administration; 77,645 Capacity building; 202,812 Equipment- 0
Number of donors for the ODA in parallel with Sida and size of other donor(s)' support	8 donors Which support the ODA programs from 100,000 birr to 6 million birr annually
Number of beneficiaries/other tangible output measure for 2007, according to SG	Over 10 Million community members
Types of internal capacity building activities for 2007 funded through the Sida grant. Budget for these?	No budget is utilized for internal capacity Building except for the program area
Does CORHA provide access to a larger network? What are the benefits of networking?	Yes, We have benefited by collaborating with other organizations to solve problems on site, share experiences, build capacities through training etc
Reflection on external environment for civil society work	The working environment for civil society is currently encouraging for things are improving from time to time as civil society organizations are registration a glaring result which is even became to recognised by the government.
Use of indicators for achievement of objectives – which indicators? For what?	# New client:-to measure behavioural change towards contraception % AU:- to measure continuation rate and calculate CPR CYP:- to identify number of couples protected per year % method mix:- to measure to sustainability of program for high proportion of long term and medium term methods ensures sustainability
Monitoring system used?	Monthly Review meetings, Supervision, Reports, bi-annual and annual review meetings
Is a rights based approach used and how is it applied? How can it be traced?	Yes, clients has the right to choice, get information about their choice, use or leave contraceptives etc
What are the effects of Sida support?	The program has supported the South West Shoa project of ODA and benefited over 30,000 new family planning clients and currently serving over 13,000 clients on different choices.
Does the ODA have the capacity to add a new thematic priority area to its mandate? Which?	Yes, expanding program to Home Based Care, integration of Program with Agriculture, Environmental Protection, Construction of youth friendly services and health facilities
Does the ODA have the capacity to increase the number of interventions/activities?	Yes, ODA can increase intervention in the areas of Home Based Care, integration of Program with Agriculture, Environmental Protection, Construction of youth friendly services and health facilities
ODA's assessment of the ODA-CORHA relationship (application procedures, reporting requirements, technical support and advice, etc.)	ODA sees the ODA-CORHA relation as two branches of one organization but not as donor-grantee approach. CORHA provides technical support in CBD Program implementation since June 2000.
Documents reviewed	Project Document, Annual plan of Actions
Name of SG	**Centre For Human Environment (CHE)**
SG overall area of expertise/specialisation. – Which expertise is used in Sida supported programme	Natural Resources Management Combating Water Pollution and other Environmental Problems through Environment-friendly Process – Recycling Coffee Pulp

Variable	Comment/text
Name of SG	**Centre For Human Environment (CHE)**
Number/types of interventions/ activities in Sida supported programme in 2007 – What have been the changes over time?	• Compost (organic manure) preparation from coffee pulp training and demonstration • Environmental protection and development awareness & training • Environmental education • Promotion of environmentally-friendly appropriate technology-Wood saving stove • Awareness materials production and distribution Among the changes are the use of water pollutant wet coffee husk to organic fertiliser, peoples concern about the natural resources utilisation, etc.
What is the total budget for the SG in 2007?	More than Eth. Birr 500,000
What is 2007 budget for the Sida supported activities?	It was a two years project and was completed in 2007. Eth. Birr 370,000 (Extension project budget)
Budget breakdown for 2007 on following main budget lines; Operational; Administration; Capacity building; Equipment.	Administration Eth. Birr 36,990 Capacity building Eth. Birr 314,685 Equipment Eth. Birr 18,325
Number of donors for the SG in parallel with Sida and size of other donor(s)' support	One
Number of beneficiaries/other tangible output measure for 2007, according to SG	35,886 (18,036 male & 17,850 female) beneficiaries
Types of internal capacity building activities for 2007 funded through the Sida grant. Budget for these?	Different training organised by SLUF otherwise not budget is allocated for internal capacity building
Does the SUO provide access to a larger network? What are the benefits of networking?	Yes, and more of information exchange
Reflection on external environ-ment for civil society work	Relatively Good
Use of indicators for achieve-ment of objectives – which indicators? for what?	No. of trained farmers on capacity building No. of pulperies that changed hip of coffee husk into organic fertilizer
Monitoring system used?	Field observation, interview of beneficiaries and other actors and reports
Is a rights based approach used and how is it applied? How can it be traced?	To some extent it has been used though it is difficult to measure or pronounce it in this short period of time. To this level by asking beneficiaries
What are the effects of Sida support?	Very significant in all directions (community, SG, and government offices
Does the SG have the capacity to add a new thematic priority area to its mandate? Which?	In our case this is the most important area
Does the SG have the capacity to increase the number of interventions/activities?	Yes
SG's assessment of the SG-SUO relationship (application procedures, reporting require-ments, technical support and advice, etc.)	Good relationship but too much procedural
Documents reviewed	

Variable	Comment/text
Name of SG	**Forum for Environment (FfE)**
SG overall area of expertise/ specialisation. – Which expertise is used in Sida supported programme	Environmental advocacy, communication and networking in the country. Collaborative advocacy is the specialization used in Sida supported program: Green Award Program
Number/types of interventions/ activities in Sida supported programme in 2007 – What have been the changes over time?	One • Establishment of Green Award committee • Formulation of Green Award regulations • Establishing regional focal points, prepare promotional materials • Launching TV announcements, Collection application
What is the total budget for the SG in 2007? What is 2007 budget for the Sida supported activities?	Birr 1.5 million (Estimate) Selection of awardees, publishing and dissemination of winners profile The task was successfully accounts Birr **201,587.10**
Budget breakdown for 2007 on following main budget lines; Operational; Administration; Capacity building; Equipment.	See Below
Number of donors for the SG in parallel with Sida and size of other donor(s)' support	Four other donors
Number of beneficiaries/other tangible output measure for 2007, according to SG	Beneficiaries per year: Direct: 174 environmental actors (166 Male, 8 Females) Indirect: 15,000 people The Green Award Program has also:- 1. Stirred a huge political support and will for the environment 2. Stimulated enormous public awareness and support 3. Generated great interest in the media on environmental activities 4. Provided an opportunity to look in to positive interventions and good practices. This has set a land mark on the current environmental advocacy.
Types of internal capacity building activities for 2007 funded through the Sida grant. Budget for these?	Only short term trainings organized by the SUO
Does the SUO provide access to a larger network? What are the benefits of networking?	Yes, the SUO provides access to a larger network. Experience sharing, information dissemination and access to solidarity on common causes are the major benefits of networking.
Reflection on external environment for civil society work	Generally speaking, the external environment in Ethiopia for civil society work in environmental issues is getting better from time to time as a result of concerted effort of many environmental stakeholders
Use of indicators for achievement of objectives – which indicators? For what?	• National Green Award Committee established/revitalized • 11 Regional Green Award committees established/revitalized • Informational/Promotional Materials Distributed • Media announcements aired on the national television, two regional radio stations and one news paper • A Press conference organized and press released conducted • 9 Award ceremonies held in 9 regional states • 71 Regional and 15 National environmental actors awarded • An award ceremony held at the federal level
Monitoring system used?	Internal, self and external monitoring methods have been employed to asses the achievements, outcomes, strength and drawbacks of the Green Award Program
Is a rights based approach used and how is it applied? How can it be traced?	Currently there is little knowhow in the office regarding the rights based approach. However, there is the plan to incorporate in the future.

Variable	Comment/text
Name of SG	**Forum for Environment (FfE)**
What are the effects of Sida support?	Access to funds for the accomplishment of initiatives, broad based networking and communication among environmental stakeholders for experience sharing and environmental solidarity and capacity building are some of the visible effects of Sida support
Does the SG have the capacity to add a new thematic priority area to its mandate? Which?	No
Does the SG have the capacity to increase the number of interventions/activities?	Yes
SG's assessment of the SG-SUO relationship (application procedures, reporting requirements, technical support and advice, etc.)	Our assessment of the SG-SUO relationship is that it has been very fantastic terms of technical support and advice and transparent in application procedures. However, we found the reporting requirement to be very demanding in terms of time.
Documents reviewed	
Name of SG	**Participatory Poverty Reduction Organization (PPRO)**
SG overall area of expertise/ specialisation. – Which expertise is used in Sida supported programme	Promoting Beneficiaries On Environmental Friendly Farming and Agro-Forestry Practices.
Number/types of interventions/ activities in Sida supported programme in 2007 – What have been the changes over time?	Activities 2,000 indigenous trees are planted. 500 m³ of compost is added to the soil. 1,475 trailers of organic are transported. (Animal dung from Hosanna Town) 50 Beneficiaries are trained on organic farming. Changes – Yield is increased, soil fertility is improved, town cleanses is improved and self-confidence is built.
What is the total budget for the SG in 2007?	Total Budget: Birr **237,247.00**
What is 2007 budget for the Sida supported activities?	For Sida supported activities: Birr **237,247.00**
Budget breakdown for 2007 on following main budget lines; Operational; Administration; Capacity building; Equipment.	Operational Birr 186,902.00 Administration Birr 18,259.00 Capacity Building Birr 1,150.00 Equipment Birr 30,936.00 **Total Birr 237,247.00**
Number of donors for the SG in parallel with Sida and size of other donor(s)' support	No another Donor(s)
Number of beneficiaries/other tangible output measure for 2007, according to SG	50 Beneficiaries and their families; • Yield is increased by 25%. • Soil fertility is improved, and then the inorganic fertilizer consumption is decreased by 25%. • Fruit trees and indigenous trees are planted. • Self-confidence is built and dependency syndrome is decreased through training.
Types of internal capacity building activities for 2007 funded through the Sida grant. Budget for these?	• Training of the project staffs. • Purchase of office equipment. • Experience sharing of the project staffs. • Total Budget: Birr **5,000.00**
Does the SUO provide access to a larger network? What are the benefits of networking?	Yes. Experience sharing and Networking with SGs is helped to evaluate ourselves to strength the strong points and to correct the weak points to achieve the project Goals.

Variable	Comment/text
Name of SG	**Participatory Poverty Reduction Organization (PPRO)**
Reflection on external environment for civil society work	For the long time Government officials attitude was fair, but in this time the Government policy in rural development make a good relation with NGOs.
Use of indicators for achievement of objectives – which indicators? for what?	For: Yield improvement Self-confidence Soil fertility improvement, the indicators is the active participation of the beneficiaries. For: Good working environment – collaboration, training whole facilitation. For others – support to the stakeholders' participation is the indicator.
Monitoring system used?	At the end of each project year, the monitoring will be held in the presence of stakeholders, beneficiaries, donor representatives and concerned line bureaus representatives.
Is a rights based approach used and how is it applied? How can it be traced?	Yes. The project activities are implemented by the active participation of the beneficiaries according to their need based without any imposition of the external forces.
What are the effects of Sida support?	The Sida support for Ethiopian poor is remarkable in developmental projects for the last 50 years including building elementary schools and environmental protection. In the project area, the Sida support has a positive impact on food security, Soil fertility improvement and organic farming practices on the beneficiaries.
Does the SG have the capacity to add a new thematic priority area to its mandate? Which?	Yes. HIV/AIDS prevention, care and support. Fighting against harmful traditional practices, human rights etc.
Does the SG have the capacity to increase the number of interventions/activities?	Yes. If the budget is increased and the organization capacity is built with vehicles, we will bring a big change.
SG's assessment of the SG-SUO relationship (application procedures, reporting requirements, technical support and advice, etc.)	SUO/CRDA/is a strong pillar for PPRO in all things including advice, technical supports. I want to thanks the program coordinator and the department head for their support to SG success.
Documents reviewed	
Name of SG	**Progress Integrated Community Development Organization (PICDO)**
SG overall area of expertise/specialisation. – Which expertise is used in Sida supported programme	Expertise used in Sida supported programme – Environmental Conservation and Food security integrated project. • Participatory planning, implementation, monitoring and evaluation system applied in the project cycle. • The approach used in the planning stage was problem oriented and need focused. In the planning process community problems and needs identified, Project document/project profiles/prepared using Logical Framework Analysis that include life span of the project, implementation strategy, monitoring and evaluation plan, organizational arrangement and resource requirements. The process involved a systemic review/appraisal/of all aspects of the project. • Under the implementation stage the preparatory process carried out and all activities and tasks listed in detail with logical sequencing of activities thereby mobilizing and securing of important inputs and resources. The action plan prepared for activity and financial on annual, quarterly and monthly basis. The implementation strategy is also well defined by choosing the efficient and cost effective methods that could enable the community and other stakeholders to participate in order to share responsibilities, empower and build the capacity of the community. All selected beneficiaries provided skill training before commencing the activities and awareness education to the community.

Variable	Comment/text
Name of SG	**Progress Integrated Community Development Organization (PICDO)**
Number/types of interventions/ activities in Sida supported programme in 2007 – What have been the changes over time?	1. Tree-seedling Production/Nursery/Activities Purchase of seeds and materials, prepare seed beds and plant seeds, watering, and distributing seedlings for planting. 2. Vegetable Production Activities: Composting; Provide seeds, tools, grow bags and drip-kit system, follow-up 3. Sheep & Poultry Production Activities Purchasing and distribution of chickens and sheep, giving treatment &vaccination services and follow up. 4. Beekeeping Activities Purchase and distribution of improved bee-hives, bee-colony and protection materials, technical support and follow-up 5. Training and education Various training and education on capacity building and technical issues on each major component of the project, gender, HIV/AIDS, human rights and environment given. Major specific changes include: • Increased community awareness level pertaining to environmental issues. • Enhanced local capacity to implement environmental conservation and urban agriculture activities. • The benefits gained increased the survival rate of the poor and cope-up with ever increasing inflation rate. • The poor households developed courage and enthusiasm for better life. • Poor households able to send their children to school, feed family members and cover health costs. • 224,200 indigenous tree seedlings raised in the nursery, planted in area closure, community backyards and organization's premises. • 200 of households in kebele 03 of Yeka sub-city have access to food, which they themselves produce. • 250 of households gained a sustained income from their urban agriculture activities which in effect contributed in improving their livelihood. • Vegetables are being included in the daily diet. • Household organic solid waste is recycled and no longer disposed of in the open field. • 50 community members provided technical input and started urban agriculture activities with their own resources that indicate the replication effect. • Women and Unemployed youth are involved in development activities. • Increasing numbers of residents, including people infected or affected by AIDS, are registering for the agricultural activities, showing a positive change towards taking their livelihoods in their hands instead of waiting for free handouts or depend solely on support. • 80 Urban poor households benefited from back yard gardening, using drip-kit irrigation structures for production of vegetables during dry seasons. • 120 households gained income and nutritional food from poultry production. • 100 households benefited from rearing and/or fattening sheep • 30 households benefited from beekeeping/honey production. • 20 people employed at the nursery site and earn their livelihood. • 350 people trained and educated on urban agriculture and environmental activities, and Cross-cutting issues.
What is the total budget for the SG in 2007? What is 2007 budget for the Sida supported activities?	Total budget of PICDO for 2007 – Birr 1,650, 411.50 Sida's share – for 2007 = Birr 209,796.50
Budget breakdown for 2007 on following main budget lines; Operational; Administration; Capacity building; Equipment.	Budget breakdown:- (in Birr) Operational 190,723.50 Administration 19, 073.00 Capacity building – Not allocated Equipment – Not allocated

Variable	Comment/text
Name of SG	**Progress Integrated Community Development Organization (PICDO)**
Number of donors for the SG in parallel with Sida and size of other donor(s)' support	No. of Donors for PICDO (2007) – CRS Ethiopia — 767,509.00 CRDA/Sida — 190,723.50 Trocaire/CAFOD — 220,000.00 ECI Africa — 121,539.00 COOPI — 350,640.00 One small grant from DAI/ECI Africa for Vegetable gardening including Drip-kit system material support worth of Birr 68,863and financial support of Birr 52,676.
Number of beneficiaries/other tangible output measure for 2007, according to SG	• 200,000 indigenous Tree seedlings planted in community backyards and on nearby hill slopes • 170 total beneficiary trained and supported • 40 Urban poor households will benefit from back yard gardening, using rainwater harvesting structures for production during dry season. • 50 households will gain income from poultry production. • 50 households will benefit from rearing and/or fattening sheep • 10 households will benefit from beekeeping/honey production. • 20 people will be employed at the nursery site and earn their livelihood.
Types of internal capacity building activities for 2007 funded through the Sida grant. Budget for these?	As a capacity building CRDA organized workshops and trainings for project staff members. No budget allocated for internal capacity building.
Does the SUO provide access to a larger network? What are the benefits of networking?	SUO facilitated review meetings, visits for all SG partners so that networking could be strengthened. The benefits gained from the networking – experience sharing and adopting better approaches
Reflection on external environment for civil society work	• Relationships, cooperation and support from government offices and the local administration are improving. • Community participation through CBOs and associations is increasing. • Political environment gradually getting better
Use of indicators for achievement of objectives – which indicators? for what?	**Indicators for set objectives.** • Number of tree seedlings planted and survived more than a year. • Gain in household income from vegetable gardening, poultry, beekeeping, and sheep production. • Clean environment and available organic fertilizer by recycling wastes. • Increased participation of the community in environmental protection and especially women in making decision and managing developments. • Increased awareness of human rights of women and children, especially girls and more active awareness creation around issues of gender violence. • Increased awareness of HIV/AIDS prevention and the effect on development
Monitoring system used?	Participatory monitoring system applied during the implementation period. Using this system mid-term participatory review made with the stakeholders including the beneficiaries. Monitoring carried out every quarter and reported to CRDA.
Is a rights based approach used and how is it applied? How can it be traced?	The right-based approach used:- • Changing the situation of the beneficiaries or group of beneficiaries from passive aid recipient to rights holder. • The norm of gender equality. • The right to basic needs including food, housing, clothing, physical and mental health and education. This can be traced through process evaluation and participatory review meetings with stakeholders and recorded data of observed changes during the project life.

Variable	Comment/text
Name of SG	**Progress Integrated Community Development Organization (PICDO)**
What are the effects of Sida support?	Poor urban dwellers gaining confidence, self esteem and feeling valued as equal citizens, more active participation of the poor particularly women in income generating activities through urban agriculture, Community access to resources (land, water and finance), in paid employment and enhanced income, assets, welfare and control of resources (especially on the part of women), the potential impact of urban agriculture on the socio-economic structure of the communities and on the environment in terms of micro-climate, soil conservation, and disposal of wastes. Also family gardens and small-scale livestock allow families to fulfil cultural and social obligations and also guarantee the cooperation and assistance of different branches of the family to ensure long-term survival.
Does the SG have the capacity to add a new thematic priority area to its mandate? Which?	PICDO has developed the experience in implementing projects on population activities but terminated due to lack of resource. So PICDO has the capacity to add *Reproductive Health project* since it could be integrated to the Environment Project wherein population pressure is one of the major factors for environmental degradation.
Does the SG have the capacity to increase the number of interventions/activities?	PICDO has the capacity to include the *Fruit tree seedling production* like highland apple and other fruits.
SG's assessment of the SG-SUO relationship (application procedures, reporting requirements, technical support and advice, etc.)	The SUO is very cooperative and supportive from day one up to now that is from project appraisal to technical support, reporting and carrying out monitoring and review with close follow up and frequent communication thereby arranging meetings, workshops and trainings.
Documents reviewed	Project proposal, reports, participatory monitoring document.
Variable	Comment/text
Name of SG	**Society for Women and AIDS in Africa – Ethiopia (SWAA-E)**
SG overall area of expertise/specialisation. – Which expertise is used in Sida supported programme	Care & Support, IGA, Iddirs Capacity Building, HIV Prevention and Stigma Reduction, Care and Support for infected and affected, Income Generation Activity commercial sex workers, OVC caregivers, disadvantaged family head women
Number/types of interventions/activities in Sida supported programme in 2007 – What have been the changes over time?	There were three major intervention areas i.e. Care and Support (For OVC, PLWHA), Women empowerment through IGA and vocational skill training (VST)

	Activities	**Out Come**
	• Provided Para counselling and home based care provision to affected households on weekly basis.	• Bedridden patients received home based care service • Meetings and problem solving discussion has been conducted with HBCP every two weeks. This helped the HBCPs to quickly solve the problems of the target groups based on the capacity of SWAAE and its partners • Bedridden patients received counselling service by HBCPs which helped them to live positively
	• Monitor target groups on weekly basis through HBCPs to see if things are going as planned • Facilitate the repayment of credit and saving for the cooperatives	• Target women process their repayment on weekly basis • Target women's saving grew • Cooperative members loan amount increased form time to time. • Improved lifestyle of target groups • Other target area women are attracted to SWAAE's intervention

Variable	Comment/text
Name of SG	**Society for Women and AIDS in Africa – Ethiopia (SWAA-E)**
	• Conduct the second year skill develop-ment training in Bamboo Crafts, Matting and Hair Dressing. • 4 out of 7 OVC vocational skill trainees graduated in Mat Works • 4 out of 5 youths trained in Bamboo crafts, • 8 youths completed their hair dressing training • From all the trained youths only four (3 matting and 1 bamboo crafts)
	• Follow up OVC target groups through HBCPs • SWAAE raised other funds for providing summer school opportunity for some of the target groups. • Although it was not intensive follow up targeted OVC were being visited by the home based care providers • Cases of some OVC were presented to the office and SWAAE tried to solve issues such as sending students to summer school, providing medical support, house renovation, referring them to the nearest support groups(iddirs)
	• Provided housing allowance for 15 bedridden patients for the past three months. • Provide housing allowance to target women that are on IGA or VST • 15 bedridden patients are able to live in a decent house than living on the streets and in places that are not appropriate for living. • In average 31 target women received housing allowance. This helped the women to focus on their lively hood activity.
	• Provide nutritional support to bedridden patients and target women's children • Bedridden patients' and children's nutritional wellbeing improved. Especially bedridden patients have regained their strength and started to support themselves.
	• – Provide medical support to target women and their children • Target women and children had better access to health centres.
What is the total budget for the SG in 2007? What is 2007 budget for the Sida supported activities?	The total budget of SWAAE in the year 2007 was 1, 728,129.94 Sida's budget for 2007 109,506.90
Budget breakdown for 2007 on following main budget lines; Operational; Administration; Capacity building; Equipment.	Operational: 914,624.43 Administration: 461,712.37 Capacity Building: 94,714.00 Equipment: 34,998.14
Number of donors for the SG in parallel with Sida and size of other donor(s)' support	KNH, UNAIDS, WFP, CARE, Global Fund,
Number of beneficiaries/other tangible output measure for 2007, according to SG	• 30 bedridden patients received home based care service, counselling service • 2 saving and credit cooperatives formed • 50 target women's lifestyle style improved • 37 youths finalized their vocational skill training • 27 OVC and 30 bedridden patients received nutritional support • 120 OVC supported in educational, psychosocial and home based care • 110 women received business skill trainings, cooperative formation trainings etc
Types of internal capacity building activities for 2007 funded through the Sida grant. Budget for these?	Build the capacity of SWAAE for the construction of VC centre. The amount sub granted to SWAAE was Birr 10,000.00

Variable	Comment/text
Name of SG	**Society for Women and AIDS in Africa – Ethiopia (SWAA-E)**
Does the SUO provide access to a larger network? What are the benefits of networking?	The SUO helped SWAAE by arranging experience sharing visits with Sida support programs and other related opportunities to learn and to share experience from each other.
Reflection on external environment for civil society work	These days the external environment for civil society works improved. The government and other stakeholders are willing to support NGOs in any way possible.
Use of indicators for achievement of objectives – which indicators? for what?	1. To create a friendly environment to positive living by providing counselling and home based care for needy 50 bedridden community members giving priority to CSWs and SAGs in the project period. # Proportion of households with PLWA, CSW, SAG and OVC that reports experience of stigma and discrimination 2. To enhance the socio economic status of 80 household head CSWs and SAGs that are in the project area by engaging them in IGA in the project period. # of CSWs registered to form an association and registered as an association # CSWs and SAGs succeeded in their micro business 3. To improve the socio economic status of the households led by CSWs and OVC by providing access to vocational skill training and creation of self employment opportunity for 20 OVC youths and 20 CSWs in the project period. # of OVC youth become productive citizens and started to help their family 4. To provide access to formal education for 120 OVC by the provision of integrated educational support. # of OVC retained in school # of OVC with improved educational performance 5. To improve the nutritional status of 50 children up to four years old from infected and vulnerable poor mothers and 50 bedridden patients during the project period. # Proportion of child mortality among the project target groups
Monitoring system used?	Training of monitoring agents on the reporting formats and on the project objectives. Developing monitoring formats Assigning monitoring agents Laying a proper monitoring structure that includes IGA Follow up Agents/Home Based Care providers, Engaging Supervisors, Reporting to Project Officers Major reporting tools are review meetings, home visit, focus group discussions, review of documents (ART, students' exercises books etc) weekly & monthly report.....
Is a rights based approach used and how is it applied? How can it be traced?	SWAAE was using mixed approach (service delivery and right based approach) up to the third quarter of the year 2007. Since then the organization is working on shifting its approaches to fully right based approach.
What are the effects of Sida support?	Because of Sida SWAAE is able to maximize its out reach to more needy but able women. Helped the organization to be well known especially in women support programs such as IGA Helped SWAAE to fill the gaps of the target groups especially in areas where there was no nutritional support SWAAE was able to understand the potential of women In addition it was clear for SWAAE that supporting women in IGA only would not create a real empowerment. That was the reason for SWAAE to incorporate new thematic areas such as non formal education, reproductive health education, rights education for the women etc... and also added support such as tutorial, psychosocial, rights education, in school and out of school clubs intervention etc for OVC.
Does the SG have the capacity to add a new thematic priority area to its mandate? Which?	Yes Reproductive Health *Library capacity building Non Formal Education *Strengthening partnership with local stakeholders Tutorial education In school and out of school clubs capacity building Improving the quality of prevention education

Variable	Comment/text
Name of SG	**Society for Women and AIDS in Africa – Ethiopia (SWAA-E)**
Does the SG have the capacity to increase the number of interventions/activities?	Yes
SG's assessment of the SG-SUO relationship (application procedures, reporting requirements, technical support and advice, etc.)	SWAAE has open relationship with the SUO. With regards to reporting requirements especially on the financial part SWAAE faced some problems. But through discussion and frequent visits the organization tired to solve problems. On the issue of technical support, SWAAE's as it is a local NGO, needs more capacity building with regards to technical aspect.
Documents reviewed	
Name of Sub Grantee (SG)	**Dawn of Hope Ethiopia Association-Awassa branch**
SG overall area of expertise/specialisation. – Which expertise is used in Sida supported programme	Capacity building of PLWHAs and OVCs Care and support for PLWHAS and OVCs Income generating activities
Number/types of interventions/activities in Sida supported programme in 2007 – What have been the changes over time?	80 PLWHAs participated in different capacity building trainings 60 PLWHAs have engaged in different IGAs 45 Bed ridden PLWHAs were supported for food and medical fee 100 OVCs were supported for school fee
What is the total budget for the SG in 2007?	1.2 million ETH Birr
What is 2007 budget for the Sida supported activities?	402,786 ETH Birr
Budget breakdown for 2007 on following main budget lines; Operational; Administration; Capacity building; Equipment.	Operational 67,924.00 ETH Birr Care and support 32,000.00 ETH Birr Administration 36,616.90 ETH Birr Capacity building 56,690.00 ETH Birr Equipment for IGAs 172,939.00 ETH Birr
Number of donors for the SG in parallel with Sida and size of other donor(s)' support	• SNNPRS health bureau HIV/AIDS prevention and control sector • Goal Ethiopia • World Food Programme
Number of beneficiaries/other tangible output measure for 2007, according to SG	• PLWHAs Co-operative was established • 80 self-income generating PLWHAs' group was established • 80 PLWHAs was Trained on business management • All Trained PLWHAs were engaged in different IGAs such as, Stationery, tailoring, agriculture based IGA. • HBC service & medical expense of PLWHAs and orphans is covered. • HBC service for needy PLWHAs is delivered. • Food support for 20 and House rent for 25 PLWHAs were given
Types of internal capacity building activities for 2007 funded through the Sida grant. Budget for these?	• Home based care training, counselling, Basic business skill training, training on testimony provision and its methodology, skill training on tailoring. • Budget 56,690.00 ETH Birr
Does the SUO provide access to a larger network? What are the benefits of networking?	Yes, Dawn of Hope Association is a member of SNNPRS forum of GO/NGO and South Region People living with HIV/AIDS net work. The benefits of net working are to share experience, to learn from each other, to solve problems together, to avoid duplication of resources in order to prevent inappropriate use of resources.
Reflection on external environment for civil society work	Area government bodies are co-operative and facilitates implementation process such providing land and legal Licence, giving technical support.

Variable	Comment/text
Use of indicators for achievement of objectives – which indicators? for what?	• The bed-ridden & those on ART benefited from the food & house rent support that promoted their health status. • Dependency syndrome is decreased as manifested by some PLWHAs' recommendation • PLWHAs have engaged in IGAs and started to support themselves and their families. • Employment opportunity is created both for PLWHAs & other members of the society. • PLWHAs experienced psychological relief.
Monitoring system used?	The Awassa branch project office and beneficiaries monitor the day-to-day project activities by comparing actual performance with the work plan.
Is a rights based approach used and how is it applied? How can it be traced?	Yes, there is full participation of PLWHAs irrespective of their race, religious affiliation, gender, age and the like. For example priority is given for the vulnerable groups like females, female headed families, OVCs, PLWHAs themselves run the IGAs & the office provides technical support, they manage the financial activities, etc.
What are the effects of Sida support?	PLWHAs are highly motivated to work, psychologically supported, their functional status has improved, OVCs are attending school (some are attending University & college studies & one OVC has graduated & employed!), food support has improved ART adherence & enabled them tolerate drug adverse effects, incidence of opportunistic infections has decreased, etc.
Does the SG have the capacity to add a new thematic priority area to its mandate? Which?	Yes. Currently the branch office's area of focus is on care & support, IGAs. We want to further focus & work on the prevention aspect at family & community level, PMTCT, establishing VCT centres, etc.
Does the SG have the capacity to increase the number of interventions/activities?	Yes, we have learned experience to run these activities. But the office still has shortage of human & financial resources to expand our activities.
SG's assessment of the SG-SUO relationship (application procedures, reporting requirements, technical support and advice, etc.)	Regular submission of activity & financial report. Together with the donor organization, the target beneficiaries & stakeholders; all project activities are monitored & evaluated on biannual & annual basis and then reported to the Sida/CRDA office.
Documents reviewed	Project, report, meeting documents & discussions held with the beneficiaries.

Annex 4: Approach and Methodology

The evaluation composed of and Inception Phase (January–February 2008) and a Phase for Data Collection, Field Work, Overall Analysis and Reporting (March–April 2008). An internal Inception Report (February 2008) shared with Swedish Embassy, Ethiopia, was prepared as a guide for the subsequent data collection and analysis phase. It contained an elaborate field work/interview guide for programme SUO/SG assessments according to the key evaluation questions (See Annex 1: TOR and Evaluation Matrix). Selected methods and tools are included below:

1   Guideline for SUO self-evaluation and SWOT template

2   Guide for interviews with Local Government (LG) Officials

3   Guide for interviews with Sub Grantee (SG)/IPO Officials

Summary information from the Change Assessment and Scoring Tool, CAST, used for focus group discussions with community members/beneficiaries appear in Annex 6 of this report.

Templates used for collection of Briefs each of the 9 SUOs and on 25 SGs visited by the Evaluation Team appear in Annex 2 and Annex 3.

Self-evaluation

This evaluation was initiated mid January 2008 to allow for a self-evaluation to be undertaken by the SUOs. Guidelines for how to undertake the self-evaluation by using a SWOT methodology were distributed (See below). The national consultants advised those umbrella organisations who so wished, e.g. by elaborating the purpose of self-evaluation, but without participating in the self-evaluation event. Some organisations hired external facilitators to assist in the process.

All nine SUOs had completed their self-evaluation together with representatives of Sub Grantees in time for the *Inception workshop* February 7th with representatives from the nine organisations and the programme coordinator from the Swedish Embassy. The main purpose of the workshop was to involve the SUOs in *sample selection and field work programming*. A response to the self-evaluation process also was given by each participant. Several organisations had never heard of self-evaluations and had been sceptical while one SUO (IA) conducted self-evaluation in October 2007, by its own initiative (not related to the design of this evaluation). Retrospectively, all reported back that the exercise had been very fruitful for internal dialogue, lively, frank and educative. One organisation decided to make the self-evaluation a learning exercise going beyond the purpose of the programme evaluation. A few organisations had extended the self-evaluation to be a full day event. For the evaluation team the self-evaluations/SWOT analysis has served the purpose of inspiring the focus of the next phase of data collection.

1   Guideline for SUO self-evaluation and SWOT template

January 2008

Introduction

An in-depth/final evaluation of the CSO/NGO cooperation programme is scheduled for early 2008 to inform the design of a possible following phase of the support. The overall purpose of the evaluation is

> to examine whether the programme contributes to create relevant possibilities for the CSOs to do *advocacy* on political, economic and social development in Ethiopia, as well as to undertake *service delivery* interventions and *dialogue* on policy issues as laid down in the objectives of the programme.

Swedish support to the CSO/NGO cooperation programme is managed by 9 specialised umbrella organisations (SUOs). It has been agreed with the Swedish Embassy that in connection with the evaluation the 9 SUOs shall be given a chance to undertake a *self-evaluation of the 'umbrella model' and their own organisation's role in execution of the programme.*

The current note is a guide to the SUOs for undertaking the self-evaluation.

Objectives of the self-evaluation

The objective of the self-evaluation by the 9 SUOs is to have a solid starting point for identifying key issues to be further explored throughout the evaluation.

The self-evaluation will give each SUO an opportunity to present its own views on how and why the umbrella model or the programme is working the way it is. It is a chance for the participants to examine the *internal* and *external* environment that were at play as the major factors influencing the achievement of objectives.

The SUOs' self-evaluation is intended as a starting point for identifying issues from which the evaluation team will develop inspiring questions relevant to the existing context under investigation. The results of the self-evaluation will help the evaluation team to focus on the most relevant questions in the follow-up dialogue with the SUOs and selected Sub-grantees – and other stakeholders – later in February–March.

Experience from various evaluations has shown that organisations often want to have the opportunity for self-assessment[21]. Self-evaluations using SWOT analysis has found its impasse into evaluations/self-evaluations[22], and we propose that the SUOs consider to use the Strength, Weakness, Opportunity, Threat (SWOT) analysis tool. Guidance on how to undertake SWOT analysis in a workshop is given below.

SWOT analysis/workshop

The SWOT analysis is a well known tool in many organisations. A SWOT approach has the advantage of being a simple participatory tool to analyse organisations.

A SWOT workshop can be a very good sharing and learning experience for the participants; and it is often fun!

A standard model for a SWOT analysis/workshop, which the SUOs may follow is presented forthwith.

A useful approach would be that the SUO calls a SWOT workshop with key actors from within the organisation. In this case it would also be relevant to invite representatives of Sub-grantees (SGs).

A SWOT workshop with *10–15 participants* is optimal for a *half day* event.

The steps in the workshop would typically be:
- The purpose of the SWOT workshop is carefully explained to the participants by the SUO's facilitator.
- Index cards and fat speed-markers are distributed to all participants who are invited to write statements on the cards *(one statement per card)*. Each person writes a *maximum* of
  – 3 cards/statements on the particular SUO's strengths with regard to execution of the programme/umbrella model,
  – 3 cards/statements on the SUO's weaknesses (limitations) with regard to execution of the programme/umbrella model,
  – 3 cards/statements on the SUO's opportunities with regard to execution of the programme/ umbrella model, – unexploited or new opportunities,

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[21] For example Joint External Evaluation, The Health Sector in Tanzania, 1999–2006, for Danida and joint donors, COWI et al October 2007

[22] e.g. Review of DBL-Institute for Health Research and Development, Danida, June 2007 and the ongoing evaluation in Mozambique of: Voice and Accountability, for DFID

– 3 cards/statements on the threats/constraints faced by the SUO with regard to execution of the programme/umbrella model.

Whereas the *strengths* and *weaknesses (limitations)* generally refer to *internal factors* of how the organisation has worked with regard to execution of the programme/umbrella model, the *opportunities* and *threats/constraints* may point to *external factors* and towards the future.

Each individual participant writes his/her statements independently. It is *important* that each individual writes his/her own personal opinions. The purpose is to capture the participants' views, not to reach consensus.

With a group of say 10 people and each person writing 3 cards there will be a total of 30 statements on strengths, 30 statements on weaknesses, 30 statements on opportunities and 30 statements on threats/constraints.

If there are less or more than 10 participants the total number of cards may of course be different, if all participants write 3 statements in each category.

• When statements have been filled in, the facilitator collects the cards in four piles: Strengths, Weaknesses, Opportunities, Threats.

• For each set of 30 cards let a couple of participants categorise the statements according to what they think are *common denominators*. Each common denominator is written on a card and all the strength cards are clustered under the relevant common denominator cards for strengths. Same procedure is followed for the cards belonging to *weakness, opportunities, threats*.

• For a good overview it is useful to stick the cards on a wall under each of the four categories: Strength, Weakness, Opportunities, Threat. When all cards are placed on the wall the participants who categorised the strength cards in common denominators and statement cards belonging under strengths can present them.

• It is useful to start with a presentation and a short discussion of the Strength cards, then the Weakness cards, and so forth. After the brief presentation of the statements under all four categories the facilitator leads an overall plenary discussion. It is anticipated that each SUO identifies its own *facilitator*.

The subsequent 'steps' concern reporting.

Self evaluation reporting

A note-taker captures the main points raised in the discussion and a brief report can be prepared. The report accompanies the SWOT matrix.

The overall results of the SWOT analysis can be reported in a matrix like the attached form.

All statement cards will be saved with the relevant common denominator card and handed over to the evaluation team together with the SWOT report.

The SWOT report should also indicate who were the *participants in the SWOT workshop*.

Some – most – participants may prefer to write their statement cards in vernacular. A discussion in vernacular languages is also likely to be preferable. The evaluation team welcomes SWOT reports in English or in vernacular.

We ask you kindly to deliver the SWOT report and matrix by February 4th, 2008 to 'your' Ethiopian based back-up consultant with copy to bhm@cowi.com. (See details at the end of this note).

It is the intention to call an *initial meeting* between the 9 SUOs and the evaluation team on February Thursday 7 in the morning, where the self-evaluation will also be a topic. (More on this soon).

Contact with the evaluation team

If need for clarification or any other question arises during the self-evaluation the evaluation team will do our best to assist you. We hope the self-evaluation will be a good experience and look forward to share your views and assessment.

This initial guideline was followed by dialogue with the SUOs:

Dear SUO representatives,

One of the SUOs has raised some relevant questions related to the self-evaluation exercise. The questions may be shared by others, and we hereby want to share the clarification.

In this connection I want to encourage you to write to me if you should have any further questions, which need to be clarified regarding the self-evaluation.

The question has been raised about the meaning of "organisation" (e.g. in the heading of the SWOT matrix). Is it confined only to the SUO or does it also include sub-grantee organisations? Our answer is that the analysis *focuses on the SUO organisation* and its contribution to execution of the programme. This invariably relates to the *capacity of the umbrella organisations* and their relations with Sub Grantees.

The second question raised is whether the evaluation should be against the specific objectives of the programme or the execution of the umbrella model. Our answer is that focus is on the SUO's execution of the programme including the umbrella model as it is the chosen working modality through which the programme is executed.

In the following section we list some of the questions included in the Terms of Reference for your inspiration.

Key questions of the evaluation

The Terms of Reference for the evaluation mention a number of questions to be covered. Several questions may inspire the self-evaluation/SWOT analysis and some are mentioned here:

- Organisational capacity of each of the 9 SUOs? *('Internal'* capacity within the SUO and *'external'* capacity of the SUO to assist SGs in enhanced capacity. E.g.
  – capacity (enhanced) of CSOs' role in dialogue and advocacy on political, economic and social development?
  – capacity (enhanced) for advocacy work, e.g. to fight HIV/AIDS?
  – capacity (enhanced) for innovative service delivery?
  – capacity (enhanced) to work with a rights perspective?

- How are the working relationships between local governments, SUOs and SGs – and between SUOs/SGs and Sida?

- How effective is the umbrella arrangement? What could be the alternatives?

- How well does the SUO model serve the CSO programme, in particular regarding objectives such as:
  – a viable grant management system
  – empowered CSO 'sector' with ability to strengthen the democratisation process
  – minimising donor dependency
  – enhanced sustainability if/when donor support comes to an end?

In the self-evaluation SUOs may also take inspiration from description of their role as stated in the Summary Assessment Memoranda of the Swedish CSO/NGO Co-operation programme 2004/05–2006/07 (see Box).

As executors of the Swedish allocations, the SUOs will be responsible for:
- *Broad dissemination of information on the programme to the wide spectrum of CSOs and NGOs in the country*
- *Selection of the sub-grantee NGOs/CSOs through competitive, fair, equitable and transparent criteria*
- *Disbursement of funds to selected project of sub-grantees*
- *Monitoring the performance and impacts of the sub-grantees projects*
- *Developing and implementing financial control system*
- *Preparing and submitting periodic programme and financial reports*
- *Liaising with Sida in the implementation of the collaboration effort*
- *Assist CSOs/NGOs build the required capacity and technical competence in the priority programme areas*

Please take note, that we have inserted these evaluation questions for your *inspiration only.* We are not asking you to answer each and every question in the self-evaluation. We look forward to see which other issues the self-evaluation/SWOT may bring up.

Signed by the Evaluation Team Leader

Self-evaluation – SWOT template matrix – Strengths, Weaknesses, Opportunities and Threats of the Organisation xxxxxxxxx regarding execution of the programme

Strengths	Weaknesses
•	•
•	•
•	•
•	•
•	•
•	•
•	•
•	•
•	•
•	•
Opportunities	**Threats**
•	•
•	•
•	•
•	•
•	•
•	•
•	•
•	•
•	•
•	•

2. Guide for interviews with Local Government (LG) Officials

1. *Introduction* – mutual. Which LG office/representatives are present?

2. *How does LG perceive the role of CSOs/NGOs in local development?* (Service delivery? Advocacy? Gap-filling? Role in Local Development Plan?

3. *Relations LG-CSOs/NGOs:*
• Formal relations
• Priorities – priority setting
• Representation
• Decision making

4. *Partnership LG and the particular case-SG*
• Formal and practical relations. – How do they do business with this particular SG?
• Any LG contributions to the SG i.t.o. land, buildings, others?
• Knowledge of the Sida supported CSO/NGO cooperation programme? – Perspectives of this compared with other programmes in the same thematic area?
• Any relations with SUOs (Sida)?
• Any hand-over plans/opportunities for the particul*ar SG-project/activities?*

5. *LG perceptions of recent changes (3–5 years)*
- in the local society within the thematic areas of this particular SG
- any changes which can be attributed to this particular SG

6. *How are people in the community aware of their rights*
- ...and use their right to hold (local) government accountable
- …hold CSOs/NGOs accountable

3. Guide for interviews with Sub Grantee (SG)/IPO Officials

1. *Background information on the SG/IPO –*
- from before entry into Sida program
- Thematic focus/diversity
  – Which type of CSO/NGO was/is it: membership organisation? work (in)directly with community? – funding sources and modalities?

(Ask for reply on the Evaluation SG-Template).

2. *Objectives and focus of the SG's Sida supported project/activities*
- What has been done during the lifetime and extension of the project?
- Achievements?

3. *SG-SUO relations*
- Capacity enhancement activities: Technical, management/financial – How satisfactory?
- Are annual audit reports submitted?
- Monitoring/feed-back from SUO – How satisfactory?
- Views on the umbrella modality compared with other funding modalities

4. *SG-Community relations*
- Implementation modality – direct/indirect work with communities
- How does SG mobilise community? Help empower community
- Participation – How interpreted and how practiced (whom? what? how?)
- Community's insight into management of the program/project
- Institution building/sustainability: Voluntary work? Exit strategy?
- Perceptions of changes in community due to the intervention

5. *SG-(Local Government)LG relations*
- With whom – which line ministry departments/bureaus/others (e.g. DPPD) – at what level (region, zone, woreda) – Formal/informal relations? Agreement signed at what level of Government?
- In what way? – appraisal, implementation, monitoring, reporting? Other?
- Is SG's reporting to SUO shared with LG? – Any separate LG reporting?
- LG assistance to SG: e.g. provision of land, buildings, others
- ProjectAdvisoryC'mt: LG participation (focus on sustainability issues)

6. *Other pertinent issues*

Annex 5: Summary of CAST Assessments

Change Assessment as Scoring Tool (CAST) – Summary Table for Overall Analysis

Total SG covered by the evaluation: 26

Number of SGs CAST undertaken: 23 (3 of IA SGs didn't facilitate meetings with their constituency)

Number of CASTs conducted: 28 (separate men and women, PPRO and SWAA, parents and children session at CDI, CDA, and FSCE)

Number of SUO represented: 8 (IA constituencies are not represented in this analysis)

Number of people participated in CAST exercise: Adult 257men, 288 women
Children/youth 37 boys, 88 girls
Youth 13 male, 7 female

Issue/Indicator	– –	–	0	+	++
1 Changes in participants' understanding/awareness of the issues/**thematic area** of the SG.				16 (57%)	12 (43%)
2 Has appreciation of whether the SG activities are **advocacy** and/or **service delivery** changed? (How is advocacy interpreted?)			7 (25%)	18 (64%)	3 (11%)
3 Number of people (women, men, children) **reached** by the services or other measure of the SG **outreach** – increase or decrease during programme period?			2 (7%)	18 (64%)	8 (29%)
4 Number of beneficiary women/men/children **participating** actively in implementation of the activities		1 (4%)		10 (35%)	17 (61%)
5 Application of **participatory methods** (how do the participants understand 'participation'?)		1 (4%)	6 (21%)	14 (50%)	7 (25%)
6 Mobilisation of the community/of specific groups on specific issues such as **HIV/AIDS**			5 (18%)	10 (36%)	13 (46%)
7 Achievement of **expected outputs** (which outputs were expected?)				11 (40%)	17 (60%)
8 Changes in **inclusion/exclusion** of specific groups or areas – which ones?	1 (4%)	4 (14%)	16 (57%)	7 (25%)	
9 Changes in effects on **poverty reduction** – for whom – due to programme interventions?				24 (86%)	4 (14%)
10 Changes in **innovative activities** in the programme (how do participants interpret innovation?)			9 (32%)	19 (68%)	
11 Have there been changes in people's perceptions of **rights** during the programme period? (How are **rights** interpreted?)		2 (7%)	16 (57%)	9 (32%)	1 (4%)
12 Participants' exposure to **capacity building** activities in the programme period?				21 (75%)	7 (25%)
13 Awareness of **accountability** – changes over time?			26 (92%)	1 (4%)	1 (4%)
14 **Trust** in SG's management of programme resources?				11 (39%)	17 (61%)
15 **Trust** in SUO's management of programme resources?			21 (75%)	5 (18%)	2 (7%)
16 **Other CSOs'/NGOs'** work on same thematic issues in this Woreda – on the increase or decrease during programme period?			26 (92%)	2 (8%)	
17 SG initiated but community endorsed felt need				10 (67%)	5 (33%)
18 Relevancy of Activities					15 (100%)
19 Sustainability and exit strategy: Community level Institutional arrangement				10 (67%)	5 (33%)
20 Participation in decision making and budgeting: Transparency			6 (40%)	5 (33%)	4 (27%)

Note for items 17–20:

In 15 of the 28 CAST workshops, some other important points, which were not in the predetermined matrix, were raised and discussed. These are:

1. *Initiation:* Who initiated interventions/activities? Did the community/people or the SG/CSO take the initiative?

2. *Relevancy:* How much are the interventions relevant? Did the community feel the interventions address their felt needs (priorities) or they simply took advantage of aid opportunities, especially those interventions initiated by SGs/CSOs?

3. *Sustainability:* Are there mechanisms to enhance sustainability and exit strategy at the community level? Is there likelihood that the community continues the interventions with little or no external support when the project phases out?

4. *Transparency:* What is the level of transparency? Does the SG allow the community to know its budget and other important decisions related to it?

Change Assessment as Scoring Tool (CAST) – SRHR and HIV/AIDS Theme Analysis

SGs covered under the theme:	8 (DOHE, Tilla, AGOHELD, ODA, SWAA, ADA, Tikuret and Netsebrak)
Number of SG CAST undertaken:	8 (DOHE, Tilla, AGOHELD, ODA, SWAA, ADA, Tikuret and Netsebrak)
Number of CASTs conducted:	9 (Separate male and female group at SWAA)
Number of SUO represented:	3 (Pathfinder, CORHA and CRDA)
Number of people participated in CAST exercise:	Adult – 95 men, 71 women Youth – 13 male, 7 female

	Issue/Indicator	– –	–	0	+	++
1	Changes in participants' understanding/awareness of the issues/**thematic area** of the SG.				6	3
2	Has appreciation of whether the SG activities are **advocacy** and/or **service delivery** changed? (How is advocacy interpreted?)			3	4	2
3	Number of people (women, men, children) **reached** by the services or other measure of the SG **outreach** – increase or decrease during programme period?			2	5	2
4	Number of beneficiary women/men/children **participating** actively in implementation of the activities				7	2
5	Application of **participatory methods** (how do the participants understand 'participation'?)			2	7	
6	Mobilisation of the community/of specific groups on specific issues such as **HIV/AIDS**			2	4	3
7	Achievement of e**xpected outputs** (which outputs were expected?)				6	3
8	Changes in **inclusion/exclusion** of specific groups or areas – which ones?		1	7	1	
9	Changes in effects on **poverty reduction** – for whom – due to programme interventions?			1	7	1
10	Changes in **innovative activities** in the programme (how do participants interpret innovation?)				6	3
11	Have there been changes in people's perceptions of **rights** during the programme period? (How are **rights** interpreted?)			2	4	3
12	Participants' exposure to **capacity building** activities in the programme period?		1		5	3
13	Awareness of **accountability** – changes over time?			9		
14	**Trust** in SG's management of programme resources?				6	3

Issue/Indicator	– –	–	0	+	++
15 **Trust** in SUO's management of programme resources?				7	2
16 **Other CSOs'/NGOs'** work on same thematic issues in this Woreda – on the increase or decrease during programme period?	2		6	1	
17 SG initiated but community endorsed felt need				4	2
18 Relevancy of Activities					6
19 Sustainability and exit strategy: Community level Institutional arrangement			2	3	1
20 Participation in decision making and budgeting: Transparency.			3	2	1

Change Assessment as Scoring Tool (CAST) – Women Rights/Gender Equality Theme Analysis

SGs covered under the theme:	7 (Gender Focus, ADV, Hundee, ERSHA, Mujejeguwa, Lew Life and Cheshire)
Number of SG CAST undertaken:	7 (Gender Focus, ADV, Hundee, ERSHA, Mujejeguwa, Lew Life and Cheshire)
Number of CASTs conducted:	7 (all mixed group of men and women)
Number of SUO represented:	2 (Pact and NEWA)
Number of people participated in CAST exercise:	Adult – 66 men, 126 women Childre/youth 16 male, 44 females

Issue/Indicator	– –	–	0	+	++
1 Changes in participants' understanding/awareness of the issues/**thematic area** of the SG.				5	2
2 Has appreciation of whether the SG activities are **advocacy** and/or **service delivery** changed? (How is advocacy interpreted?)			4	3	
3 Number of people (women, men, children) **reached** by the services or other measure of the SG **outreach** – increase or decrease during programme period?				5	2
4 Number of beneficiary women/men/children **participating** actively in implementation of the activities				2	5
5 Application of **participatory methods** (how do the participants understand 'participation'?)			3	3	1
6 Mobilisation of the community/of specific groups on specific issues such as **HIV/AIDS**				5	2
7 Achievement of **expected outputs** (which outputs were expected?)				3	4
8 Changes in **inclusion/exclusion** of specific groups or areas – which ones?			4	3	
9 Changes in effects on **poverty reduction** – for whom – due to programme interventions?				5	2
10 Changes in **innovative activities** in the programme (how do participants interpret innovation?)			3	4	
11 Have there been changes in people's perceptions of **rights** during the programme period? (How are **rights** interpreted?)			7		
12 Participants' exposure to **capacity building** activities in the programme period?				6	1
13 Awareness of **accountability** – changes over time?			7		
14 **Trust** in SG's management of programme resources?				3	4
15 **Trust** in SUO's management of programme resources?			4	3	
16 **Other CSOs'/NGOs'** work on same thematic issues in this Woreda – on the increase or decrease during programme period?			7		
17 SG initiated but community endorsed felt need				5	

Issue/Indicator	– –	–	0	+	++
18 Relevancy of Activities					5
19 Sustainability and exit strategy: Community level Institutional arrangement				4	1
20 Participation in decision making and budgeting: Transparency.				3	2

17–20 represents 5 of the CASTs conducted

Change Assessment as Scoring Tool (CAST) – Children's Rights Theme Analysis Table

SGs covered under the theme:	4 (CDI, CDA, CHAD-ET and FSCE)
Number of SG CAST undertaken:	4 (CDI, CDA, CHAD-ET and FSCE)
Number of CASTs conducted:	7 (separate children and parent group at CDI, CDA and FSCE)
Number of SUOs represented:	2 (JeCCDO and SCD)
Number of people participated in CAST exercise:	Parent/guardian 31 men, 51 women
	Children 21 boys, 44 girls

Issue/Indicator	– –	–	0	+	++
1 Changes in participants' understanding/awareness of the issues/**thematic area** of the SG.				3	4
2 Has appreciation of whether the SG activities are **advocacy** and/or **service delivery** changed? (How is advocacy interpreted?)				7	
3 Number of people (women, men, children) **reached** by the services or other measure of the SG **outreach** – increase or decrease during programme period?				5	2
4 Number of beneficiary women/men/children **participating** actively in implementation of the activities				1	6
5 Application of **participatory methods** (how do the participants understand 'participation'?)				4	3)
6 Mobilisation of the community/of specific groups on specific issues such as **HIV/AIDS**			1		6
7 Achievement of **expected outputs** (which outputs were expected?)				3	4
8 Changes in **inclusion/exclusion** of specific groups or areas – which ones?	1	4	2		
9 Changes in effects on **poverty reduction** – for whom – due to programme interventions?				7	
10 Changes in **innovative activities** in the programme (how do participants interpret innovation?)			1	6	
11 Have there been changes in people's perceptions of **rights** during the programme period? (How are **rights** interpreted?)			2	4	1
12 Participants' exposure to **capacity building** activities in the programme period?				5	2
13 Awareness of **accountability** – changes over time?			6		1
14 **Trust** in SG's management of programme resources?				3	4
15 **Trust** in SUO's management of programme resources?			4	1	2
16 **Other CSOs'/NGOs'** work on same thematic issues in this Woreda – on the increase or decrease during programme period?			5	1	1
17 SG initiated but community endorsed felt need				1	3
18 Relevancy of Activities					4
19 Sustainability and exit strategy: Community level Institutional arrangement				1	3
20 Participation in decision making and budgeting: Transparency.			1	1	2

17–20 represents 4 of the CASTs conducted

Change Assessment as Scoring Tool (CAST) – Environment Theme Analysis Table

SGs covered under the theme: 4 (CHE, PPRO, FfE and PICDO)
Number of SGs CAST undertaken: 4(CHE, PPRO, FfE and PICDO)
Number of CASTs conducted: 5 (Separate groups of men and women at PPRO)
Number of SUO represented: 2 (CRDA and SLUF)
Number of people participated in CAST exercise: 65men, 40 women

| Issue/Indicator	– –	–	0	+	++
1 Changes in participants' understanding/awareness of the issues/**thematic area** of the SG.				2	3
2 Has appreciation of whether the SG activities are **advocacy** and/or **service delivery** changed? (How is advocacy interpreted?)			4	1	
3 Number of people (women, men, children) **reached** by the services or other measure of the SG **outreach** – increase or decrease during programme period?				4	1
4 Number of beneficiary women/men/children **participating** actively in implementation of the activities		1		2	2
5 Application of **participatory methods** (how do the participants understand 'participation'?)		1		4	
6 Mobilisation of the community/of specific groups on specific issues such as **HIV/AIDS**				2	3
7 Achievement of **expected outputs** (which outputs were expected?)				1	4
8 Changes in **inclusion/exclusion** of specific groups or areas – which ones?	1	2	1	1	
9 Changes in effects on **poverty reduction** – for whom – due to programme interventions?				3	2
10 Changes in **innovative activities** in the programme (how do participants interpret innovation?)					
11 Have there been changes in people's perceptions of **rights** during the programme period? (How are **rights** interpreted?)			3	2	
12 Participants' exposure to **capacity building** activities in the programme period?				4	1
13 Awareness of **accountability** – changes over time?			5		
14 **Trust** in SG's management of programme resources?				2	3
15 **Trust** in SUO's management of programme resources?			5		
16 **Other CSOs'/NGOs'** work on same thematic issues in this Woreda – on the increase or decrease during programme period?			5		
17 SG initiated but community endorsed felt need				5	
18 Relevancy of Activities					5
19 Sustainability and exit strategy: Community level Institutional arrangement				4	1
20 Participation in decision making and budgeting: Transparency.				3	2

Annex 6: Principles for Donor Support to Civil Society

a) Principles

Paris Agenda	Fragile States	"Good Donorship"
1. Ownership: Partner countries exercise effective leadership over their development policies and strategies, and coordinate development actions	1. Take context as the starting point;	1. Adopting a changed mindset with ambition to enhance ownership and align to the systems and procedures of the CSOs and not vice versa;
2. Alignment: Donors base their overall support on partner countries' national development strategies, institutions and procedures;	2. Do no harm; 3. Focus on state-building as the central objective;	2. Encourage diversity of funding strategies; 3. Mainstream civil society support;
3. Harmonisation: Donors' actions are more harmonised, transparent and collectively effective;	4. Prioritise prevention; 5. Recognise the links between political, security and development objectives;	4. Apply a rights-based approach; 5. Prioritize strategic partnerships for direct funding;
4. Managing for Results: Managing resources and improving decision-making for results;	6. Promote non-discrimination as a basis for inclusive and stable societies;	6. Engage in long-term commitment; 7. Move towards core funding;
5. Mutual Accountability: Donors and partners are accountable for development results.	7. Align with local priorities in different ways in different contexts;	8. Recognize the strategic plan, budget and a joint report as the main steering documents;
	8. Agree on practical coordination mechanisms between international actors;	9. Support institutional capacity building;
	9. Act fast … but stay engaged long enough to give success a chance;	10. Encourage innovation, result orientation and learning; 11. Take care of the relations;
	10. Avoid pockets of exclusion.	12. Make support through INGOs visible; 13. Respect the roles of different actors.

Source: Support Model for CSOs at Country Level, Synthesis Report, Scanteam, Oslo, September 2007

b) Organogram for Multidonor CSO Support Fund
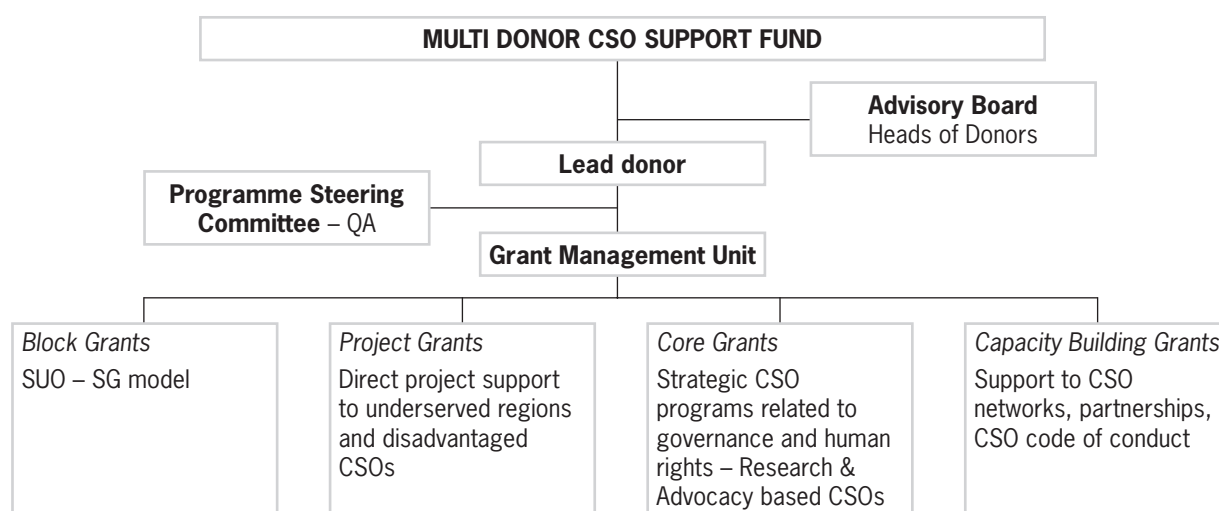
Note: Evaluation Team's interpretation

Annex 7: List of Persons Met

Donor Agencies

Adeye Befecadu	Programme Coordinator, Swedish Embassy, Ethiopia
Ingrid Löfström Berg	First Secretary, Swedish Embassy, Ethiopia
Shimels Assefa	Governance and Civil Society Advisor, Ethiopia-Canada Cooperation Office (ECCO)
Irene Mingasson	Head, Good Governance, EC, Ethiopia
Getinet Assefa	Programme Manager, Civil Society Fund in Ethiopia, CSF, EC
Thomas Tiedemann	Deputy Programme Manager, CSF, EC
Bizuwork Ketete	Senior Governance Advisor, Embassy of Ireland

Specialised Umbrella Organisations, SUOs

Christian Relief and Development Association (CRDA)

Lulseged Asfaw	Head Delegated Resource Management Development
Mesfin Mengistu	Program Coordinator, CRDA/Sida
Fikrte Regassa	Asst. Program Coordinator, CRDA/Sida

Consortium of Reproductive Health Associations (CORHA)

Ms Teqest Alemu	Executive Director
Dr. Zewdetu Kebede	Programme Director
Dejene Getahem	M&E Officer

Jerusalem Children and Community Development Organisation (JeCCDO)

Esknder Dessalegne	Program Director
Tesfaye Yihune	Grants and Partnership Development, Department Head
Hailu Tafesse	Team Leader, AELP
Elizabeth Tesfaye	Head, Finance and Human Resource Development Service
Alemayehu Mammo	Team Leader, Social Development Programs
Fasikawit Ayalew	Advisory Team Member, Sida/JeCCDO
Tedila Diressie	Advisory Team Member, Sida/JeCCDO
Mengistie Ayele	Advisory Team Member, Sida/JeCCDO

Initiative Africa (IA)

Kebour Ghenna	Director
Gedamu Dimtsu	Senior Finance Officer
Sara Ibrahim	Program Manager
Selam Fikre	Program Coordinator

Network of Ethiopian Women Associations (NEWA)

Saba G/Medhin	Executive Director
Sintayehu Dejene	Program Coordinator, Sida/NEWA
Yitbarek Yohannes	Program Coordinator

Pact Ethiopia

Leslie F. Mitchell	Country Representative
Aster Birke	Women Empowerment and Capacity Building Director
Dejene Assefa	Program Officer, Metebaber/Sida
Mulumebet Jemberu	Finance, Grants and Administration Director
Woderyelesh Habtihun	Budget, Contract Compliance Unit
Tamiru Lega	Program Manager, Capacity Building
Semunegus Mehrete	Manager, MERL
Edmiebihan Nigusie	Grant Officer
Yinebeb Girma	Grant Manager
Lisbeth Loughran	Regional Director, Africa

Pathfinder International (PI) – Ethiopia

Tilahun Giday	Country Representative
Girma Kassie	Team Leader, M& E and Planning
Bogalech Alemu	Gender, HTP National Advisor
Mengistu Asnake (Dr.)	Deputy Country Representative
Girma Seifu	Team Leader, Finance, Admin. &Logistics
Mitiku W/Giorgis	Field Operation Manager

Save the Children Denmark (SCD)

Susanne Kirk Christiansen	Country Director
Tebebu Debebe	Deputy Country Director
Abraham Betelihem	Program Officer
Dargie Tesheme	Program Team Leader

SLUF

Habtemariam Abate (Dr.)	Executive Director
Ayele G/Amlak	Project Planning, M&E Officer
Debela Dinka	Program Manager
Zewudie Molla	Finance and Administration Manager
Rahel Ketema	Accountant
Fana Tesfaye	Research and Information Officer

Sub Grantees

Ethiopian Bar Association (Initiative Africa) – Addis Ababa

Derbew Temesgen	Executive Director
Stepahnie Vig	Intern from Canada Bar Association

Forum for Social Studies/FSS (Initiative Africa) – Addis Ababa

Bahru Zewde, prof.	Executive Director
Taye Assefa	Research & Publ. Director

Organisation of Social Justice in Ethiopia/OSJE (Initiative Africa) – A.A

Shimelis Mulugeta	Senior Training Officer
Tessema Mebratu	Researcher

Mujejego-Loka Women Development Organisation (MLWDO (NEWA)
Gilgel Beles/Dangur (Beneishangul)

Tirhas Mezegebe	Executive Director
Fekadu Gebeyehu	Program Coordinator
Fisha Haile Sellasie	Finance & Administration Head

Gender Focus Ethiopia/GFE (NEWA) – Shashemene

Dube Tusse	Managing Director
Adem Genemo	Project Officer

Children Aid Ethiopia/CHAD-Et (SCD) – Addis Ababa

Anania Admasu	Managing Director
Alemu Hailu	Program Director
Henok Bizuayehu	Project Coordinator

Forum on Street Children Ethiopia/FSCE (SCD) – Dessie

Mekete Faris	Project Manager
Haimanut S/Michael	Project Officer
Meaza Damitew	Admin. & Finance Officer
Helen Melake	Community Worker
Ejigayehu Belay	Cashier/Store keeper
Seid Yesuf	Youth Center Supervisor

Community Development Association/CDA (JeCCDO) – Bahir Dar

Fanaye Agid	Cashier
Agere Bogale	Development Worker
Tefera Abate	Chairman
Asmamaw Zerihun	Vice Chairman
Alganesh Wondimagen	Tutorial program Supervisor
Sendek Mengistu	Property Management
Gizachew Mengist	Accountant
Dagnachew Derso	Project Coordinator

Centre for Development Initiatives/CDI (JeCCDO) – Shashemene/Siraro

Mekonnen Koji	Program Manager
Woge Kuffa	Field Office Supervisor

Addis Development Vision/ADV (Pact) – Siltie

Haimanot Desalegne	Programme Coordinator
Mezgebe Seyoum	Project Coordinator

Cheshire Foundation Ethiopia/CFE (Pact) – Dessie

Esseye Fisseha	Program Manager
Hanan Seid	I.G. Promoter
Meaza Agide	Site Supervisor
Solomon Yitayew	Project Accountant
Sisay Ketema	Project Supervisor
Tigist Bezabih	Secretary Cashier

Ethiopian Rural Self Help Association/ERSHA (Pact) – Guder

Oliga Belachew	Programme Manager
Ms Aychesh Mengistu	Health and HIV/AIDS Officer

New Life Challenge – (Pact) Addis Ababa

Selamawit Bulcha	Executive Director
Abebe Demisu	Programme Coordinator
Tegitu Gurumu	Accountant
Tekle Assefa	Administrator
Habtom Aboye	African Services Committee (NLC partner)
Zenna Tadesse (Govt. Office)	Yeka Sub City NGO Coordination Team Leader

HUNDEE (area Office – Ginchi) (Pact)

Zegeye Asfaw	General Manager, HUNDEE
Tamirat Nigussie	Focal Person
Teshale Fita	Field Agent
Emebet Terefe	Empowerment worker
Tadelech Alemu	Empowerment worker
Seleshi Abera	Field Agent
Ibrahim Mamo	Field Agent

Tilla – Association of Women Living with HIV/AIDS (Pathfinder) – Awassa

Ms Tigist Alemu	Executive Director
Mr Asnake Temesgen	Program Manager

AGOHELD, Ginchi (Pathfinder) – Ambo

Adeba Tasissa	Now Pathfinder, Program Officer
Abdefa Beyene	Woreda Coordinator
Girma Kebede	Accountant
Honen Tsadik	Woreda Coordinator
Tibebu Jiina	Agoheld West Shawa Zonal Coordinator
Tesfaye Gredissa	Agoheld WSZ Project Coordinator
Tesfaye Haimanot	Agoheld District Manager
Buruke Mulugefa	Agóheld health Programme Coordinator

Netsebrak (Pathfinder) – Dessie
Names moved to Cheshire

Tikuret (TGPDA) -Dangur/Beneshangul

Amhara Development Association/ADA (CORHA) – Bahir Dar

Oromia Development Association/ODA (CORHA)
                        ODA Director
                        Programme Officer

Center for Human Environment/CHE (SLUF) – Dilla
Tinsae Bedecha   Project Coordinator

Forum for Environment FfE – (SLUF) Addis Ababa
Negusu Aklile   /Director, FfE
Dawit Desta   Project Officer, National Green Award Program (NGAP), FfE
Tilahuen Truneh   National Green Award Program (NGAP)
Hiwote Teshome   Committee member of NGAP, GTZ, AA
Mulu Alem Birhane   NGAP, Dembicha West Gojjam Farmer
Wubalem Mengiste   NGAP, Dembicha West Gojjam Farmer
Wondwossen Sintayehu Lawyer, EPA
Kassahun Belete   Youth Network for Sustainable Dev (YNSD)

PPRO (CRDA)
Selamu Noradie   Executive Director

DOHE- SG, Govt – B&K
PICDO- SG- Govt-
SWAA- SG- Govt –
Government/Local Government
Federal Government
Asfaw Mekuria   Head, NGOs Coordination Team. Disaster Prevention and Preparedness
                        Agency, AA
Rita Nemero   Deputy Head, Health Department, Awassa (Tilla
Zena Taddes   Sub-city NGO Affairs Team, AA (New Life Chance)
Wondwossen Sintayehu Coordinator, Legal, Policy & Legislation Dept. Environmental Protection
                        Authority

Ministry of Justice
Mr Fantaye   Project Monitoring and Evaluation Division

Local Government
Addis Ababa City/Sub City Administration
Mekonen Shibeshi   AA Environmental protection Authority *(PICDO)*
Jemberu Tizazu   Yeka Sub City kebele 01/02 office
Dinkitu Muda   Yeka Sub City kebele 03/04 Administration

Solomon Bedada	Yeka Sub City livestock team
Abebaw Gizaw	Horticulture Expert, Yeka Sub City
Ayal Mengiste	HIV/AIDS Expert, Gulele Sub City (SWAA)
Tsehay Cheru	kebele 04/05 HIV/AIDS Desk, Gulele Sub City
Meseret Abebe	kebele 04/05 health desk, Gulele Sub City
Mesfin Kebere	Addis Ketema Sub City civil and social affairs Office team leader (For Chad et)

Gedeo Zone

Kebede Gemeda	Head, Gedeo Zone Agriculture and Rural Development Department
Dinku Dessalegn	Head, Natural Resource Desk, Wonago woreda Agriculture and Rural Development Office
Wudneh Teshale	Head, Dilla Agricultural Development
Fantu Assefa	Dilla Finance and Economic Development, EDE
Tamene Assefa	Education Office

Dessie City Administration

Getu Bekele	Dessie City Adm. Social Affairs
Wassye Yitagess	Dessie City Adm. Health Office
Mustafa Muhammed	Muslim Society Organisation
Mohammed Yesuf	Dessie Chamber of Commerce
Sisay H/Mariam	Dessie Kabele 06 Center
Eskinddar Mengistu	CPMT
Gezahegn Zemed Agegnhu	Women's Affairs
Mohammed Ali	Dessie H/Center
Amsal Sisay	Deputy HAPCO
Kassaye Belachew	09 Kebele Women Affairs
Solomon Totesse	07
Tsega Alamu	Nigat Yehitsanat Gogi Bahil Aswogagi Mahiber
Alelegn Shifaw	Kebele 10 SMF
Yimer Seid	Dessie Ketema Ediroch Coordination Chairman
Yeshi Mekonnen	06 Kebele, Women Affairs
Solomon Tesfaye	04 Kebele
Berhanu Aragie	03 Kebele, Information Office

Hadiya Zonal Administration Office, Hossana

Tesfeye Habte	Zonal Ministry of Agriculture, Expert
Assefa Laewamo	NGO expert
Asseta Haile	Hossana Town Administration
Lobe Haile	Lemo W/A/R/D/Office Head
Engida Legem	Crop Production Expert
Teshale Ayano	Hadiya Zone MOA
Teshome Abune	Mayor, Hossana City Administration

Nigatu Bogale	Zone Administration
Adebacho Watchiso	Hadiya Zone Agric. Zonal Coordination Office
Belachem Haile	Woreda Administration Head
Adane Ndebo	Lemo Woreda Finance Office

Ginchi – Local Government

Dayene Bayisso	Agricultural and Rural Development Office
Tibachu Tione	AGOHELD Zonal Coordination
Abebech Tolu	Women's Affairs Office
Girma Gelecha	Education Office
Fufa Tabessa	Labour and Social Affairs
Adicho Kebebe	Worida Coordinator
Lema Umisa	Ginchi First School
Hailu G Tsadik	Dendi Woreda CBRH Coordinator
Sr. Almar Gebre	Ginchi Health Centre
Arersu Gudetu	Head of Woreda Health Office
Dires Agidew	
Desalegn Abebe	

Dangur – Local Governement

Lemesa Senbeta	Dangur Woreda administration, Vice Chairman
Eyasu Shawi	Capacity Building & Education Office
Wondimu Tafese	Worda agriculture and rural Development office
Tsehay Worku	Women affairs Office
Andargchew Shibabaw	Woreda health office
Mengisu Melese	Woreda health office
Abdela Mamo	Woreda HIV/AIDS prevention & Control Office

Bahir Dar Zuria Local Government

Consultants/Specialists

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Bente Topsøe-Jensen	Civil Society Specialist, COWI
Thomas Juel Thomsen	Civil Society Modality Support, COWI

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