

External Review of Civil Society Adaptation Facility Projects

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Disclaimer

The views expressed in this review are the sole responsibilities of the consultants and cannot be regarded as reflecting the views of the Civil Society Sub Group CSSG or the Development Assistance Group (DAG)

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LIST OF ACRONYMS

AF	Adaptation Facility
APAP	Action Professionals' Association for the People
ADV	Addis Development Vision
BEN	Basic Education Network
ChSA	Charities and Societies Agency
CIDA	Canadian International Development Agency
CCRDA	Consortium of Christian Relief and Development Association
CS	Civil Society
CSTF	Civil Society Task force
CSO	Civil Society Organisation
CSP	Charities and Societies Proclamation
CSSG	Civil Society Sub-Group
CSSP	Civil Society Support Programme
DAG	Development Assistance Group
DIP	Democratic Institutions Programme
DRM	Domestic Resource Mobilization
EAHR	Ethiopian Association on Human Rights
ECYDO	Eshet Children and Youth Development Organization
EX-COM	Executive Committee of CSTF
EU	European Union
FENAPD	Ethiopian Federation of Persons with Disabilities
GO	Government Organization
GoE	Government of Ethiopia
GTWG	Governance Technical Working Group
HLF	High Level Forum
IA	Irish Aid
IA	Initiative Africa
INGO	International Non Governmental Organisation
M&E	Monitoring and Evaluation
NEWA	Network of Ethiopian Women's Associations
NGO	Non Governmental Organisation
NNPWE	National Network of Positive Women in Ethiopia
OSD	Organization for Social Development
PANE	Poverty Action Network
PFE	Pastoralist Forum Ethiopia
PCS/CSP	Proclamation on Charities and Societies
SIDA	Swedish International Development Agency
SPM	Strategic Planning and Management
SYGE	Save Your Generation Ethiopia
TAT	Technical Assistance Team
UERC	Union of Ethiopian Residents Charity
USAID	United States Aid for International Development
WSA	Women Support Association

EXECUTIVE SUMMARY

In response to the changing legal environment governing civil society organizations operating in Ethiopia, the DAG through CSSG in collaboration with civil society initiated a support program called "Adaptation Facility" to assist the CSOs cope up with the environment. The program was divided into Adaptation Facility 1(AF1) and Adaptation Facility 2(AF2) with two implementers. AF1 was funded by USAID implemented by Pact Ethiopia an international organizations with wealth of experience in CSOs capacity building while AF2 is being funded by CIDA, SIDA, IA, Demark and Netherland Embassy and executed by CSOs Taskforce (TF) which was established on ad hoc basis in 2008 by group of CSOs to work towards enabling environment for the sector. The two adaptation facilities were designed based on the findings of the need assessment which was conducted by a group of national and international experts. It has been more than two years since the commencement of the Adaptation Facility project, and hence the CSSG found it imperative to review the achievements of the project, what is left and what more could be accomplished using the remaining time and resources available under AF2. Therefore, this review is a forward-looking exercise but based on lessons from past achievements and challenges.

Though limited in scope, the two Adaptation Facilities made significant contribution to strengthening the capacity of the targeted CSOs in adapting to the new legal environment and laying foundation for long term sustainability through technical and financial supports. Generally, both of them were found to be highly relevant and appropriate to the needs of CSOs operating in Ethiopia. 654 participants (460 by TF and 194 by Pact) drawn from 280 organizations (226 by TF and 54 by Pact) benefited from the capacity building trainings and seven networks and 24 individual organizations received financial support to further support CSOs to respond, adapt and cope under the AF2. In addition to raising their awareness on the Proclamation on Charities and Societies, Strategic Planning and Management and Domestic Resource Mobilization, organizations were able to produce organizational documents which are essential for their survival such as strategic plan, resource mobilization strategy, financial and personnel manuals, website development, volunteers mobilization guideline, etc. Above all, the Adaptation Facility played crucial role for the reinvigoration of the TF which was at the verge of perishing.

In addition, the support of this program contributed to the promotion of self-regulatory system in the country through the revision of the Ethiopian NGOs Code of Conducted according to the current legal environment. Towards strengthening partnership with government offices at the Woreda levels, different workshops were conducted by members of the TF in various regions. Government and NGO Forums (GO-NGO Forums) in some regions were revitalized. Different research materials have been produced including the research on the contribution of CSOs/NGOs to development and good governance in Ethiopia, a user guide manual on the Charities and Societies Proclamation (CSP) and Impact Assessment of the new legal environment. Although the main targets of the support are organizations registered at the federal level, the TF has been trying to extend the training activities to some selected regions as well. In addition to the trainings, financial support also extended to regional organizations but registered at the federal level.

Although the TF was established on ad hoc basis, it has a defined structure and working modalities and funds were administered on transparent process. Using the support of the Adaptation facility, attempts have been made to strengthen the Secretariat of the TF.

Nevertheless, the above mentioned achievements were not without any challenges. As compared to the total number of CSOs re-registered under the new law, the scope of coverage of the support was far less. Delay in the release of the fund has resulted in missing opportunities like the grace period of the legislation. Lack of targeted support to the most affected and vulnerable organizations was also one of the major challenges in both facilities. The preparation and design of the two facilities were found to be ambitious in some areas, and thus failed to achieve certain objectives which were indispensable for the creation of an enabling environment for the sector. Few or no activities were carried out towards objectives focusing on sector confidence building and policy dialogue,

improving the working environment for CSOs and enhancing cooperation between CSOs and government through dialogue and joint initiatives. Although AF2 was able to use the resources of AF1 in the training activities, the coordination between the two implementers was not strong.

There are new emerging needs which have to be addressed like the recently issued directives by the Charities and Societies Agency. The two facilities were primarily focusing on organizations re-registered at the federal level under the new Charities and Societies Proclamation (CSP) and hence the need for region focused interventions.

The review report consists of three sections; section one deals with introductory issues, section two provides background information on the project and section three will be findings and recommendations.

1 INTRODUCTION

1.1 PROGRAMME RATIONALE AND DESCRIPTION

Maximizing the role and contribution of CSOs in poverty alleviation and ensuring good governance in a given country depends upon, among others, the existence of enabling environment which can be defined as “a set of interrelated conditions—such as legal, bureaucratic, fiscal, informational, political, and cultural—that impact on the capacity of ... development actors to engage in development processes in a sustained and effective manner”.¹ This project, however, focuses on assisting Ethiopian CSOs to adapt and respond to the new legal regime which has brought unprecedented changes in their operation.

The Ethiopian Charities and Societies Proclamation (CSP) introduced radical changes in the registration and regulation of civil society organizations in the country. The new legal regime marked a significant departure from the decades-old laws that were used to regulate the sector. The law seriously restricts access to foreign fund by Ethiopian organizations established to work in areas of rights, conflicts and the justice sector. It imposes limitation on the utilization of funds, areas of operation, access to judicial recourse, establishment of networks, etc.

On the positive side, the law recognizes and aspires to enhance the contribution of the sector to the country's development. It also sets out to ensure transparency and accountability among Ethiopian non-state actors. The law also offers different institutional alternatives of establishing a charity, including endowments, trusts, charitable institutions and charitable societies. Albeit inadequate, the law provides for the representation of charities in the Board of the Agency, allows CSOS to engage in income-generating activities under certain conditions, and provides for a legal basis for establishment of CSO networks.

The new features the law has introduced in the regulation of the sector, as well as the vagueness of some of its provisions, are expected to have caused considerable difficulty for CSOs to understand the meaning of the rules and implications on their operations, and on their human and material resources. The challenges in this regard could be seen at two levels. On the one hand, the meanings of some of the provisions were difficult to capture by CSOs and legal professionals alike. The meaning of some of the vague terms in the legislation such as administrative cost and income from foreign sources, as well as the highly blurred distinction between development and rights (and hence what is allowed or not permitted for resident and foreign charities) have been some of the key challenges in this regard. Even in the case of relatively clear legal requirements, what they entail in practice in terms of shift of objectives, activities, mandates and approaches, as well as the nature of reporting and operational requirements expected from CSOs is far from clear for many if not most CSOs.

As one of its response strategies, through the CSSG the DAG initiated an immediate adaptation support to civil society organizations in adapting and complying with the new legal environment. With the financial support of USAID and technical support of Pact, a team of international and national consultants was commissioned to carry out a rapid adaptation needs assessment in order to gather information from a representative sample of the CSOs. Based on the findings of the needs assessment two Adaptation Facility initiatives were approved and implemented. The Adaptation Facility I was implemented starting June 2009 by PACT, while the second phase of the Adaptation Facility was implemented by the CSO Task Force beginning in January 2010. AF1 was funded by USAID while AF2 was supported by several members of CSSG including Irish Aid, CIDA, Netherlands, Denmark and SIDA.

Programme Objectives and Purpose

The shared goal of the Civil Society Adaptation Facility Projects, i.e. AF1 and AF2, is: - To support civil society actors' adaptation and compliance with the Charities and Societies proclamation (CSP) and to provide assistance to civil society in order to strengthen and build their financial and technical capacity in a changed environment. The objectives are set sequentially, AF 1 (phase 1 of the adaptation) was expected to

- contribute to improved understanding of the CSP that will allow for quick adaptation and compliance by civil society organizations;

¹ Thindwa, J. 2001. Enabling environment for civil society in CDD projects. Washington, DC: World Bank, Social Development Family, CDD Learning Module, April 19, available at: www.worldbank.org/participation/enablingenvironment/EnablingenvironmentCECDD.pdf

- Build the capacity of civil society organizations in their immediate, short term and long term capacity building;

The objectives of AF2, managed and executed by the CSO TF were:

- To build confidence in the civil society sector and contribute to influencing attitudes that the sector is a valuable and necessary part of Ethiopian society
- To support networking principally among civil society actors to contribute to a cohesive and vibrant sector in a highly changed environment
- identify policy issues for dialogue (for CSSG) throughout the implementation of the AF

Though AF1 and AF2 share the same goal, the Projects are designed in two phases to enhance effectiveness in implementation and improve responsiveness to the emerging or timely needs of CSOs within a dynamic sector context.

Programme Expected Results

The expected results for the AF1 and AF2 components of the Programme are different. Initially, the results for the first facility had been identified by Pact as:

1. Promoting understanding and awareness raising on the CSP;
2. Building capacity (of CSOs) to adapt and comply with the law;
3. Building confidence of CSOs and relationships between CSOs and government;
4. Supporting networking among civil society actors to contribute to a cohesive and vibrant sector in a highly changed environment; and
5. Identifying policy issues for dialogue (for CSSG) throughout the implementation of the AF.

However, the TF tasked with implementing AF2 has re-introduced the initial expected results identified within the recommendations of the initial needs assessment report. Accordingly, the expected results of AF2 are to:

1. Improve the working environment for CSOs;
2. Enhance the cooperation between government and CSOs through dialogue and joint initiatives
3. Promote the accountability and independence of CSOs
4. Building the capacity of CSOs towards adapting and responding to the new legal environment
5. Strengthening the Taskforce

The divergence in the two groups of expected results identified for the two phases of the same programme is intended to adapt to changing circumstances and needs of the targeted CSOs.

Programme Activities

The first facility incorporated project activities focusing on training and mentoring supports to selected organizations. Training materials were prepared based on the results of the training needs assessment survey which was conducted before the training workshops. In addition, the facility involved activities for the production of guidelines and materials on the CSP, financial management, strategic planning and management and domestic resources mobilization.

The second facility incorporated a broad range of activities for each project objective, i.e. expected result. The following table lists the activities identified under each objective.

Table 1: Program Objectives and Corresponding Activities for AF2

Project Objectives	Corresponding Activities
1. Improve the working environment for CSOs	<ol style="list-style-type: none"> 1. Establish and provide the necessary support for a core group working on legal action 2. The Core Group challenges the constitutionality of the CSP both at domestic and international as well as regional fora 3. Lobbying for the amendment of the CSP 4. Conduct researches which are pertinent to the adoption of standard regulations and directives which take into account the interests of the sector

	<ol style="list-style-type: none"> 5. Prepare consultative workshops on the draft directives and regulation to provide inputs before their adoption 6. Publish the legal comments made on the draft CSO legislation as well as the study on the Roles and Contribution of CSOs in Ethiopia
2. Enhance the cooperation between government and CSOs through dialogue and joint initiatives	<ol style="list-style-type: none"> 1. Establish (or strengthen, where they exist) permanent CSO-GO forums both at the federal and regional levels 2. Develop monitoring tools on the implementation of the CSP and its impact on the work of the CSOs 3. Conduct regular and periodic impact assessment on the application of the law and its effect on the work of CSOs 4. Disseminate results of the assessment to government, development partners and CSOs 5. Organizing roundtable discussions with concerned government bodies 6. Organizing consultative meetings with local and regional authorities
3. Promote the accountability and independence of CSOs	<ol style="list-style-type: none"> 1. Revise the existing <i>Code of Conduct for NGOs</i> in Ethiopia 2. Conduct researches on issues of accountability and independence of CSOs in Ethiopia; challenges and prospects 3. Conduct workshops on the accountability and independence of CSOs 4. Conduct familiarization and sensitization workshops to CSOs on the Code of Conduct 5. Establish permanent bodies working on the enforcement of the Code of Conduct at various levels 6. Engage in media work on the role and responsibilities of CSOs
4. Building the capacity of CSOs towards adapting and responding to the new legal environment	<ol style="list-style-type: none"> 1. Prepare guidelines simplifying the content of the law 2. Prepare manual that advises on strategies to cope with the challenges in the Proclamation 3. Mentoring of vulnerable CSOs to cope with the new Proclamation 4. Providing legal aid to CSOs on their re-registration, and beyond 5. Organizing awareness raising workshops for CSOs and concerned government authorities on constituency building, membership development, fundraising, strategic planning, etc 6. Facilitate experience sharing activities including exposure visits 7. Establish an emergency pool fund for the TF and local organizations
5. Strengthening the Taskforce	<ol style="list-style-type: none"> 1. Revising the by-laws of the TF 2. Developing strategies on fund raising and constituency building 3. Recruiting staff for the secretariat 4. Modestly furnishing and equipping the secretariat 5. Creating strong partnership with various stakeholders 6. Conducting assessment and feasibility on the transformation of the Taskforce to a permanent body with legal personality

Source: AF2 Logical Framework Matrix

Programme Implementers

The two facilities were implemented by two organizations; Pact Ethiopia and CSTF. Pact Ethiopia is an international NGO that has been working in Ethiopia for more than 15 years in the areas of building the capacity of CSO, networking and enabling environments in general. This organization was selected and actively involved in the implementation of AF1. The CSTF, on the other hand, was established in October 2008 by group of concerned CSOs just six months before the release of the first draft of the CSP. The TF emerged out of a national conference organized by the then UECSA, OSJ and FSS on “Enabling Environment for Civil Society Organizations in Ethiopia” with the financial support of Pact Ethiopia and EU Civil Society Fund. Apart from addressing internal organizational

issues, the TF was not active until the release of the first draft of the CSP. Initially established in ad hoc form and without a legal personality, the TF has played an important role in creating a forum for common voice as well as mobilizing resources towards the legislation. The TF was actively involved in lobbying, providing comments and alternatives on the draft legislation.

1.2 OBJECTIVES AND SCOPE OF THE REVIEW

The overall objective of this review was to undertake a “forward looking exercise intended to examine and provide recommendations regarding what more could be accomplished using the time and resources that remain available under AF2. Such information will also be shared with other evolving civil society support programmes that will provide support to CSOs in adapting to the Civil Society Proclamation” The aim of the review is therefore to “explore, based on lessons from past experiences, opportunities for making the remaining period of AF2 more relevant, effective and meaningful against the initiative’s original concept and objectives and, more importantly, vis-a-vis the current operational environment for civil society”. As noted above, the results will be shared with new/upcoming multi-donor CSO support.²

1.3 METHODOLOGY OF THE REVIEW

To systematically guide the review process, the evaluation team identified the key areas to be reviewed based on the Terms of Reference developed for the assignment. The team has also produced an inception report providing a detailed profile of the review including: the major issues to be evaluated, key evaluation questions, data collection methodology, tools to be used/developed, key resource persons and organizations. The development of the inception report was informed by a comprehensive review of the documents listed in the TOR as well as consideration of other relevant documentary sources which enabled the evaluation team to better understand the project under review. After identifying the evaluation criteria and the questions to be answered, the team designed four qualitative research methods for the data collection process. These are: document review, observation, semi-structured Interviews and focus group discussions.

² Please refer the TOR annexed herewith for details of specific objectives of this review.

2 KEY FINDINGS OF THE REVIEW

2.1 PROBLEMS AND NEEDS (RELEVANCE)

2.1.1 Coverage of Evaluation Question

This evaluation criterion measures the extent to which the objectives of the two Adaptation Facilities were consistent with the beneficiaries' needs and donors' policies. As noted in the Terms of Reference, the main objective of the Adaptation Facility was to "enable Ethiopian Civil Society to adapt and respond to the Charities and Societies Proclamation" which was adopted in February 2009. The law has brought significant changes which have the potential to challenge the operation as well as the existence of most of the CSOs in Ethiopia. Designing strategies to cope up with this changing landscape was critical and timely. Accordingly, members of the civil society through the CSO Taskforce and the international community as represented by the DAG/CSSG agreed upon the Adaptation Facility as one of the strategies.

Consequently, this section of the report focuses on the relevance and responsiveness of the two AF initiatives to the current operational context and immediate needs of civil society. It also seeks to assess the degree to which the objectives of the project remain valid and pertinent as originally planned or as subsequently modified owing to changing circumstances within the immediate context and external environment of the project.

2.1.2 Relevance to the Needs of Civil Society

The adoption of the CSP in February 2009 without major changes in the areas of critical concern expressed by the civil society organizations and donor community has brought about a strategic shift from influencing the environment to adapting the environment. Accordingly, organizations started focusing on their individual survival with little or no attention to common voice and collaboration until the introduction of the Adaptation Facilities by the donor groups. Due to frustration and other reasons, some active participants of the CSOTF particularly during the drafting stage of the law distanced themselves, and the TF appeared to be dormant for a period of time. It was with the initiation of the Adaptation Facility two that the TF was once again reinvigorated with a revised structure and mandate.

Following the adoption of the legislation, the Government established the Charities and Societies Agency with completely new staff and appointees which also had a negative impact on the lobbying efforts of the different actors for the fair and consistent application of the law as well as the dialogue process in general. The media campaign launched by the government against the CSOs during the drafting stage of the law had continued even after its adoption, and in general the atmosphere was not conducive for constructive dialogue. It was with this volatile environment that the international community through DAG/CSSG came up with different strategies including the two Adaptation Facilities to support the CSOs in Ethiopia. A rapid needs assessment exercise specifically designed to inform the design of the programme under review was conducted prior to the implementation of the facilities.

Moreover, informants contacted during the current review have consistently underlined the relevance of the two Adaptation Facilities to the immediate as well as long term needs of the CSOs to continue their work and ensure their existence. Adapting to the new legal environment was a key concern to the majority of the CSOs particularly to those which used to be human rights organizations.

On the other hand, a significant number of key informants contacted expressed doubts on the adequacy of the support in addressing the needs of members of the sector. Compared to the number of CSOs operating in Ethiopia, the number of organizations accessed by the two Adaptation Facilities was too small. Moreover, the support provided through the facility was not targeted to the diverse needs of organizations across the Ethiopian civil society sector. This is particularly true for human rights and advocacy organizations that are the most vulnerable organizations to the potential adverse impacts of the CSP. Similarly, the level of impact of the law on organizations that have changed their focus from human rights to development issues does not appear to have been taken into account in the design of the programme.

Most Relevant to Most Affected: the level of impact of the law to those previously engaged in human rights and advocacy is higher as compared to those previously engaged in largely development/service

delivery related work. APAP is amongst the most affected due to the fact that it was largely engaged in human rights promotion and advocacy, it had to change its organization portfolio completely and embark on new areas of engagement outside of its area of expertise. The training as well as capacity building financial support received was deemed as highly relevant towards building the resilience of the organization. Wongel Abate, Executive Director of Action Professionals Association for the People (APAP)

For some informants, the most critical gap in terms of ensuring the relevance of the AF is the timing of its launch. Since the core objective of this project was to assist civil society organizations to adapt to the new legal environment, the support should have been initiated before the coming into force of the new legal regime. Yet, Adaptation Facility II did not become fully operational almost up to the at the end of the grace period for the coming into effect of the CSP.

In light of the persisting challenges in the enabling environment and the limited capacities of Ethiopian CSOs to meaningfully respond to such challenges, the areas of intervention identified by the needs assessment as well as the project documents of the two adaptation facilities are still pertinent to the sector. Specific issues of continuing concern include: legal awareness interventions particularly for organizations working at regional and grass root levels as there are region based organizations but registered by the Agency due to their access to foreign fund. The Proclamation also applies against organizations which are receiving funds from foreign sources although they are registered in one region. A significant number of NGOs in Ethiopia also lack important organizational frameworks and documents such as strategic plans, financial and human resource manuals as well as domestic resource mobilization strategies. The potential contribution of the two facilities to organizational capacity building is highlighted by the usual hesitation among donors to finance organizational development activities. Thus, the two adaptation facilities were vital in strengthening the capacity of the beneficiaries even beyond the adaptation period in addressing needs which other funding arrangements couldn't address.

"The facility came at an opportune when donors were restricting the amount of funding that they gave to the sector and it was a critical support that added value and was useful to the sector. It was a timely response, and provided a breather while waiting for CSSP to start". Eshetu Bekele, PANE

2.1.3 Quality of Problem Analysis

The CSP was expected by development actors to bring about significant and challenging changes at the policy and operational levels for the civil society. Based upon CSSG's proposal to the DAG, the Adaptation Facility was among the responsive support mechanisms envisioned to support civil society organizations to adapt and comply with the new legal environment through strengthening and building their financial and technical capacity. Accordingly, prior to embarking on the adaptation facility implementation, in May 2009 the CSSG commissioned a team of international and local consultants, (financed by USAID and contracted through Pact) to conduct a rapid adaptation needs assessment in order to gather information from a representative sample of the CSOs. The needs assessment identified and recommended the following areas as relevant adaptation needs to be implemented;

1. Localise external funds earmarked for civil society,
2. Create a pool of resources that can be immediately accessed by Advocacy and Human Rights Organizations/Networks and National NGOs;
3. Create a Technical Assistance Team (TAT) that will respond to and work with all key stakeholders in the development and implementation of capacity building interventions;
4. Outsource the management of the "Building Sustainable Strategies within Civil Society Organizations Program" to an independent body that has the expertise to manage independently;
5. Develop a strategy to continue dialoguing with the government regarding the law;

However, Pact which was engaged to implement AF1 did not find the findings and recommendations of the needs assessment as useful arguing that they were more theoretical and lack practical application. As result Pact developed its own concept note that outlined five objectives for intervention (as listed in the project context section).

Contrary to Pact, the CSO TF positively appreciated the findings of the needs assessment without commenting its quality and expressed that the findings of the needs assessment were in line with the ones it has identified.

2.1.4 Coherence with Current or On-Going Initiatives

The most important considerations in the context of coherence and complementarity issues in the context of the current review pertain to the design and implementation of AF1 and AF2. Similarly, coherence issues should also be considered in the context of all DAG/CSSG initiatives as well as CSO focused initiatives supported by other donors.

Despite the problem of poor working relationship between the implementers of AF1 and AF2, there were areas where the two complemented each other. The review team observed that the TF made use of the training materials developed under AF1 as well as the resource persons. This undoubtedly assisted the TF to be not only cost effective but also ensure consistency of the training quality. Nevertheless, had it not been for the lack of constructive communication between the two implementers, the complementarity would have been more than sharing resource materials and persons.

DAG/CSSG initiatives targeting the civil society sector in Ethiopia that are of direct relevance to the two Adaptation Frameworks include those implemented in the context of the TECS, High Level Forum and now the CSSP. The coordination of the TF particularly with TECS in terms of information sharing and collaboration in areas of common interest is not as strong as it should be. There is no permanent forum wherein the two initiatives regularly meet and share information.

The Adaptation Facility projects can also play important role in shaping the strategy of the upcoming CSSP which can draw lessons from their successes and challenges. Apart from providing grants, the CSSP has identified five key strategic interventions which are also focusing on strengthening the capacity of CSOs like the two facilities. Therefore, there should be a constructive and meaningful collaboration between the two initiatives.

2.2 EFFECTIVENESS

2.2.1 Progress towards Achievement of Set Targets and Planned Benefits

The current review covers two facilities implemented by two different implementing organizations. Moreover, each facility involves the implementation of activities and at two levels, i.e. implementing organizations and grantees.

AF1 consisted of training and mentoring supports to selected organizations. Under this facility training and mentoring were provided for a total of 194 participants drawn from 54 CSOs. Training materials were prepared based on the results of the training needs assessment survey which was conducted before the training. In addition to these activities the production of guidelines and organizational rules had been produced under AF1. Those developed during implementation of the Facility include: Guide to the CSP; Financial Management; Strategic Planning and Management; and, Domestic Resource Mobilization.

A comparative review of planned and conducted activities under AF1 reveals high implementation rates with regard to awareness raising and building the capacity of targeted CSOs, mainly in areas of strategic planning, financial management and domestic resource mobilization. This finding has also been confirmed by the key informants who have attended the training workshops and benefited from the mentoring process. On the other hand, the performance of AF1 in the other areas (as identified by Pact) leaves much to be desired. Areas for which not a single activity has been reported include building relationships between CSOs and government, supporting networking and identifying policy issues for dialogue. One viable explanation given to the review team from Pact side was that given the legal establishment of Pact, these activities could no more be handled by Pact. AF1 started late almost close to the end of the grace period which made it very difficult for Pact to continue the implementation of the project as planned. Moreover, while Pact was implementing AF1, the CSTF also started working on similar activities in parallel, and hence Pact decided to withdraw.

The project proposal developed by the TF for AF2 identifies five areas of interventions or objectives with corresponding activities. Under Objectives three and four; which are capacity building and promoting self

regulation, the TF has scored commendable achievements. The TF in partnership with CCRDA and the Code Observance Committee worked on the revision of the existing Ethiopian NGO Code of Conduct. A research has been commissioned to review the self-regulation system in general and the Code of Conduct in particular, and based on the findings of the research the Code has been revised and finally adopted. In connection with this objective only two tasks were left; establishing a permanent body for the enforcement of the Code and promoting the Code through the media. Similarly, under objective four the TF carried out different activities including providing trainings, mentoring, extending grants and conducting different researches and manuals.

However, like AF1, there are areas which have not been addressed adequately or not at all by AF2. As mentioned above, much of the activities of the TF were focusing on capacity building trainings, financial support and production of research materials as well as promoting self-regulation. For instance, although the TF identified six activities to be implemented towards achieving objective one, “Improve the working environment for CSOs”, it was able to conduct only one activity; it has published a previously produced research document called “CSOs/NGOs in Ethiopia; Partners in Development and Good Governance”. Similarly, under objective two, “enhance the cooperation between government and CSOs through dialogue and joint initiatives”, the TF managed to conduct an impact assessment of the Proclamation leaving other related activities untouched including dissemination of the results of the impact assessment .to the donor partners Under objective four which is “building the capacity of CSOs towards adapting and responding to the new legal environment”, commendable activities have been done but still there are areas the TF failed to conduct and this includes;

- Mentoring of the most vulnerable CSOs such as human rights organizations to cope with the new Proclamation ;
- Providing legal aid to CSOs on their re-registration, and beyond;
- Facilitate experience sharing activities including exposure visits which was found by the donors as untimely due to budget constraint;³ and,
- Establish an emergency pool fund for the TF and local organizations.

The hiring of three professionals was the only activity conducted by the TA under objective five which is strengthening the Secretariat of the TF. The initial plan was to hire five staff namely program director, program officer-capacity building, program officer-research and advocacy, program officer legal aid and a secretary. As justified in the 2010 Annual Report of the TF, due to budget constraint as well as lack of interest in legal aid service it has become unnecessary to hire the two officers. Nevertheless, as stated in the proposal under objective 4, the legal aid service provision initiative was not meant only for re-registration period but goes beyond this period. It is not clear on what basis the TF reached on the conclusion that legal aid service is needed only during the re-registration period and not beyond which is in contradiction with what has been proposed.

Table 2: Progress in the Implementation of Activities AF2

Project Activities	Status of implementation
Objective 1: Improve the working environment for CSOs	
1. Establish and provide the necessary support for a core group working on legal action	Nothing has been reported
2. The Core Group challenges the constitutionality of the CSP both at domestic and international as well as regional fora	Nothing has been reported
3. Lobbying for the amendment of the CSP	Nothing has been reported
4. Conduct researches which are pertinent to the adoption of standard regulations and directives which take into account the interests of the sector	Nothing has been reported
5. Prepare consultative workshops on the draft directives and regulation to provide inputs before their adoption	Nothing has been reported
6. Publish the legal comments made on the draft CSO legislation as well as the study on the Roles and Contribution of CSOs in Ethiopia	Published the research on Roles and Contribution of CSOs in Ethiopia
Objective 2: Enhance the cooperation between government and CSOs through dialogue and joint initiatives	

³ Explained by Bizuwork Ketete, Irish Aid, while commenting the draft report

1. Establish (or strengthen, where they exist) permanent CSO-GO forums both at the federal and regional levels	At the TF level, nothing has been reported apart from efforts by individual organizations like CCRDA and PANE
2. Develop monitoring tools on the implementation of the CSP and its impact on the work of the CSOs	Nothing has been reported
3. Conduct regular and periodic impact assessment on the application of the law and its effect on the work of CSOs	The assessment was conducted
4. Disseminate results of the assessment to government, development partners and CSOs	Results of the assessment not disseminated
5. Organizing roundtable discussions with concerned government bodies	Nothing has been reported
6. Organizing consultative meetings with local and regional authorities	TF Members such as Hundee, PANE and OSD and the Secretariat of the TF provided different regional trainings to local officials at the Woreda level
Objective 3: Promote the accountability and independence of CSOs	
1. Revise the existing <i>Code of Conduct for NGOs</i> in Ethiopia	Successfully conducted in cooperation with CCRDA
2. Conduct researches on issues of accountability and independence of CSOs in Ethiopia; challenges and prospects	Nothing has been reported
3. Conduct workshops on the accountability and independence of CSOs	Successfully conducted in cooperation with CCRDA
4. Conduct familiarization and sensitization workshops to CSOs on the Code of Conduct	Successfully conducted in cooperation with CCRDA
5. Establish permanent bodies working on the enforcement of the Code of Conduct at various levels	Is in the process
6. Engage in media work on the role and responsibilities of CSOs	8 articles on the role and responsibilities of CSOs have been issued on the Amharic weekly Reporter
Objective 4: Building the capacity of CSOs towards adapting and responding to the new legal environment	
1. Prepare guidelines simplifying the content of the law	A manual on the CSP has been prepared, published and distributed
2. Prepare manual that advises on strategies to cope with the challenges in the Proclamation	Incorporated in the abovementioned Manual
3. Mentoring of vulnerable CSOs to cope with the new Proclamation	Nothing has been reported in relation with vulnerable CSOs. However, 14 resident charities are selected and getting the service
4. Providing legal aid to CSOs on their re-registration, and beyond	Nothing has been reported
5. Organizing awareness raising workshops for CSOs and concerned government authorities on constituency building, membership development, fundraising, strategic planning, etc	Successfully conducted both at the TF and organizational levels
6. Facilitate experience sharing activities including exposure visits	Nothing has been reported
7. Establish an emergency pool fund for the TF and local organizations	Nothing has been reported
Objective 5: Strengthening the Taskforce	
1. Revising the by-laws of the TF	Nothing has been reported but we have been informed that there is an initiation
2. Developing strategies on fund raising and constituency building	Nothing has been reported
3. Recruiting staff for the secretariat	Three professionals hired
4. Modestly furnishing and equipping the secretariat	Implemented
5. Creating strong partnership with various stakeholders	Nothing has been reported
6. Conducting assessment and feasibility on the transformation of the Taskforce to a permanent body with legal personality	Nothing has been reported

Changes in objectives and activities

The review team has also observed that there were activities which were not indicated in the proposal but performed by the TF. For instance, the TF has commissioned a research on volunteerism, which was not in the project proposal document. In addition, the review team has observed that the TF engaged in joint venture with Organization for Social Development (OSD) to work in the promotion of CSOs-Private Sector Partnership. These changes have already been communicated to members of the CSSG through the Annual Report of the TF, and hence there is a presumption for the mutual consent. Concerning their status, they are still works in progress with no set of definite date for their completion.

2.2.2 Quality of Delivery of Planned Benefits

Delivered Benefits

The activities conducted by the TF to achieve the objectives of the AF have delivered visible benefits to targeted CSOs. The following are the main achievements scored by it thus far.

1. Provided capacity building trainings which helped organizations to
 - a. Review their strategic plan
 - b. Engage in domestic resource mobilization
2. Conducted the following researches
 - a. Published the research on “CSOs/NGOs in Ethiopia: Partners in Development and Good Governance (NB the study was conducted at the stage of AFI)
 - b. Manual on Charities and Societies Proclamation
 - c. Impact of the Charities and Societies Proclamation on the Operation of CSOs in Ethiopia (has not been circulated to date)
 - d. Culture of Volunteerism in Ethiopia (research undergoing)
3. Provided grant competitively to 31 organizations out of which 10 were TF’s member organizations. The support was made in two rounds where the first round covers only members of the TF. As justified in the 2010 Annual Report of the TF, although the fund was intended to all CSOs in Ethiopia, the General Assembly of the TF decided to allocate the first round of the fund to be dispersed among the TF members due to budget constraint.⁴
4. Issued eight articles on *The Reporter*, a weekly Amharic news paper to raise awareness on the content of the CSP
5. Participated in the revision and adoption of the NGO Code of Conduct (under-going process)
6. Established the secretariat of the TF with the necessary staff and facilities

Training Workshops

The capacity building training workshops were organized in Addis Ababa, Hawasa, and Dire Dawa (and are scheduled in Mekele). The review team conducted an assessment on the quality and responsiveness of the trainings and found that the content of the training materials and the resource persons were highly appreciated by the participants. According to one participant in Hawasa, “most of the participants were new to the concepts of the trainings”. The training topics covered selected topics such as Strategic Planning and Management, Domestic

⁴ See page 6 of the 2010 Annual report of the CSTF

resource Mobilization and Constituency Building. They were found by the participants as timely, practical and relevant to their works. As illustrated in the table below, a total of 460 participants drawn from a total of 226 organizations participated in the trainings.

Table 3: No of training participants and type of trainings provided by the TF

Topics	Places			Total
	Addis Ababa	Dire Dawa	Hawasa	
SPM	103	22	27	155
DRM	112	29	31	171
Constituency Building	94	20	22	141
Total No. Of participants	309	71	80	460
Organizations Benefited	109	30	87	226

However, the following concerns have been identified by the participants as well as the review team in relation to the training activities: -

1. The time allocated for the training workshops was relatively short; at regional level each topic was given three days each totalling 9 days training while in Addis SPM and DRM were given four days each and CB three days, totalling eleven days.
2. In the regional trainings particularly in Dire Dawa, about 80% of the training participants were drawn from branch offices which do not have the power to influence organizational policies and practices. This is due to the lack of predefined selection criteria concerning the participants in the regions, and the selection was made by regional organizations and not by the TF.
3. In Hawasa, one organization was allowed to participate in only one type of training and to send one participant. As explained by the officer of the organization coordinating the training, this approach was taken owing to the large number of the CSOs working in the city. However, this could have been minimized by giving preference to regional organizations than federal organizations working on branch level.
4. The absence of follow up mechanism on the outcome of the training workshops is another critical concern. The review team was informed by the Secretariat of the TF that they have a plan to conduct an assessment on the outcome of the training activities in the near future.
5. In some cases, organizations tend to send personnel not appropriate for the training. The main cause for this problem is again related to the selection criteria

Mentoring Support

The following organizations have been selected by the TF to receive mentoring support in preparing their SPM and DRM documents.

1. Association for Gender Equality in Leadership and Decision-Making (AGELDM)
2. Initiative for Improving Standard of Prison
3. Developing Families Together
4. Eshet Children and Youth Development Organization (ECYDO)
5. Ethiopian Addis Kidan Baptist Church Welfare and Development Association
6. Ethiopian Lawyers' Association
7. Ethiopians for Ethiopians
8. Integrated Service for AIDS Prevention and Support Organization (ISAPSO)
9. Kidane Mehret Studentes' Self-Help Association
10. LIVE-Addis Ethiopian Resident Charity

11. MihLewetatoch Mahiber
12. Save Your Generation (Ethiopia)
13. Association of Citizens' Solidarity for Campaign Against Famine in Ethiopia
14. Sustainable Natural Resources Management Association (SUNARMA)

The mentoring service was provided in response to the request from the organizations taking part in the SPM and DRM training workshops. Accordingly, 28 organizations were registered for the service; but only the above 14 were selected based on first come first served rule. Though there was a plan also to include the remaining 14 on the second round, this could not be achieved for various reasons. Due to the delay in the approval process of this project activity both at the TF's and donors' level as well as the problem attributed to the time arrangement of the consultants, the first round is still in the process and made it difficult to start the second round for the remaining organizations.

Financial Support

The TF has released funds in two rounds to 7 Networks and 24 individual organizations. It was also in the process of releasing the third round while this review was being conducted. Except NEWA, all TF network and individual members have received grants from the fund in the first round while the second round was made on an open "call for proposal" basis. NEWA was not granted the support on the ground that the area of support requested did not fit within the priority areas of adaptation. The TF has developed its own guideline to evaluate the project proposals and has engaged independent consultants for the assessment. The first round funding has passed through rigorous project assessment, which set the base for the subsequent rounds as well. With a general objective of "Building the Capacity of Charities and Societies towards adapting to the new Legal Environment", the guideline identified the following specific areas of intervention for the financial support;

- Enhancing the cooperation between government and Charities and Societies through dialogue
- Promoting the accountability and independence of Charities and Societies.
- Enabling Charities and Societies to build their institutional capacity to adapt themselves with the new legal environment,
- Mentoring of vulnerable CSOs to cope with the new Proclamation

The fund assisted the organizations to develop and/or review the following organizational documents;

- a. Operational manual
- b. Financial Manual
- c. Resource mobilization/Fund Raising Strategy
- d. Strategic plan
- e. Personnel Manual
- f. Website

In addition, some of the networks utilised the fund to conduct awareness raising trainings and consultative workshops to their member organizations and other stakeholders including government partners⁵. Generally, beyond the trainings and developing the aforementioned strategic organizational documents, this fund served as a bridge to some of the organizations to continue their existence.

Accessibility of AF resources by the most affected CSOs

The identification and invitation of civil society organizations to partake in the training workshops was executed through the established networks, i.e., PANE, CCRDA and UERC. At the regional level it was the regional chapters of the networks that identified participants and it was evident that these were also members of the networks. The

⁵ In this regard we can mention the experience of CCRDA, PANE, BEN and PFE which have conducted series of awareness raising workshops and consultative meetings on the CSP

networks have a wide constituency base; however their constituency base is derived from their legal composition i.e. the networks only consist of Ethiopian Resident and Foreign Charities. Additionally, organizations in different categories have differing needs of adaptation. Even though, it was evident that some Ethiopian Charities were invited and did participate in the training, the content of the training was not customized to respond to their specific needs. The training was not implemented in a tailored or targeted manner to accommodate the specific needs of those most affected but rather delivered in a “one size fits all” manner which is contrary to the diversity of the sector.

Generally, the financial support was not made accessible to human rights organizations. As explained in the Annual Report of the TF, Ethiopian Women Lawyers’ Association (EWLA) and the Ethiopian Bar Association (EBA) which were active members of the TF during the drafting stage were denied access to the fund on the ground that they had been re-registered as Ethiopian Charities.⁶ Paradoxically, the TF rendered its support to a human rights organization called Ethiopian Association for Human Rights (EAHR) registered as Ethiopian Charity like EWLA and EBA. Apart from denying access to the fund, no evidence was found to indicate the existence of any future plans on the part of the TF towards supporting these most affected organizations.

2.3 SOUND MANAGEMENT AND VALUE FOR MONEY (EFFICIENCY)

Under this section, the following critical questions will be examined: Are AF2 projects/program inputs consistent with efficient achievement of outputs and outcomes? Have project funds been disbursed in ways consistent with efficient achievement of objectives? Have all partners been able to provide their contributions to the project? Given objectives, were alternative approaches available that could have used resources more efficiently? It should also be noted that this section also examines the above questions in relation with AF2 and not AF1 for the reason that this facility was implemented by one organization and hence it would be impractical to examine the fund/input utilization of this organization.

2.3.1 Management Arrangements of AF2

This part of the Review will assess the project management practices AF2 as well as the lead managing donors side including effectiveness, accountability mechanisms and governance structures. To begin with the structure of the TF, it has been structured as having General Assembly, Executive Committee and Secretariat. The General Assembly is the supreme organ and consists of all members of the TF, seven networks and three monolithic organizations. The TF has developed its own By-law which provides the different governing structures and responsibilities of each organ. The Executive Committee has four members elected from members of the TF and mandated to oversee the day-to-day activities of the TF. The TF established a Secretariat which is responsible for the implementation of project activities under the instruction of the Executive Committee. The organizations which are participating in the General Assembly as well as the Executive Committee are leading organizations in the sector. They generously avail not only the facilities of their offices but also the expertise of their professionals who are providing their services voluntarily in addition to their busy official duties.

The review team has observed the following major limitations regarding the governance structure. As commented by one of the informants attendance in the General Assembly is declining. The Executive Committee which is mandated by the Statute of the TF to handle the day-to-day activities of the TF has a problem of rendering decision on time and conducting regular and periodic meetings as provided in the MoU of the TF. The review team was informed that sometimes it is becoming very difficult to get decisions at all due to disagreement among members or decisions may take unnecessary time waiting quorum. It should also be noted that the individuals serving in the Executive Committee are busy with their organizational duties and may face challenges in meeting their obligation towards the TF with the required pace and level. This definitely affects the efficiency of the TF.

Though not major, concerns have also been raised in relation with the liaison organization (CCRDA) on its administration of recruitment of staff and consultants. The review team was informed that there was a delay in the recruitment of a staff to the Secretariat and lack of proper consultation with members of the Executive Committee on the selection of the consultant commissioned to work the research on volunteerism. Obviously CCRDA is

⁶ See page 30 of the 2010 Annual Report of the TF

expected to work according to its rules and regulation and has an obligation to ensure the efficient administration of the finance. But at the same time it is also important to give priority in as much as possible to the works of the TF owing the urgency of the project. Indeed the review team forwarded this issue to CCRDA's Director and was informed that this issue never came to his attention for discussion neither by the Secretariat nor by the Ex Com.

2.3.2 Performance of the Management of the Programme

The TF has developed a Guideline for Grant Application which sets the criteria for eligibility, areas of support, utilization of the fund and the evaluation process. In addition, to avoid conflict of interest and ensure transparency in the allocation of fund, the TF established an independent panel and later on a consulting firm to examine and provide recommendation to the Ex Com on project proposals. The mandate of approving project proposals and grant requests rests on the Ex Com.

The ad hoc structure of the TF is not effective as is reflected by the pace of the implementation of the project. This is evidenced by the time taking process for the production of research works which failed to match with the contextual urgency and intent of the project. The research component was expected to contribute towards the ongoing dialogues amongst the relevant actors based upon the momentum of the CSP. Most of the researches are not yet finalized and the dialogue component has yet to be addressed. The researches on volunteerism and NGO-Business Organizations Partnership are still works in progress while the project period is approaching to completion.

There was a delay in the channelling of funding to the TF for AF2 due to internal organizational donor accountability requirements which affected the relevance in terms of being timely and responsive within the grace period. Even after the grace period, except Irish Aid the donors have taken some times to release the pledged budget with the required volume, and this forced the TF to revise its budget and prioritise activities and caused delay in the implementation of some of the activities⁷.

As stated in the Annual Report of the TF, the budget proposed to conduct some of the activities did not match with the actual market because of under estimation. This had an impact on the timely delivery of some of the required out puts. In addition, as compared to the total number of CSOs re-registered which was estimated at 1300, the number of CSOs received financial support under the AF2 was relatively small.

The review team as well as the informants observed that the TF made limited monitoring and follow up activities after the different trainings and disbursement of the funds. However, this activity should be strengthened further to trace the status of the activities as well as the outcomes of the project. The reports of some grantee networks failed to indicate whether their respective members receiving the fund actually conducted the proposed activities or not. These are clear manifestation of lack of strong monitoring system, and the situation makes it very difficult to identify and quantify the activities conducted and the outcomes scored through the support of the TF

2.3.3 Resource mobilization and utilization

All funds of the TF were generated from CSSG members such as IA, CIDA, SIDA and Royal Netherlands Embassy. As indicated in the project proposal of the TF a total of 22,802,280 Birr was proposed to carry out all the activities with 6% administrative cost. However, as of December 2010, the TF was able to mobilize only 10,221,121 Birr which is half of the planned budget. As explained by members of the Ex Com and the Secretariat this has affected the volume and quantity of the deliverables of the project at the initial stage. However, the volume of the fund increased in 2011 as donors put more money for the implementation of the project. In terms of utilization, the majority of the fund was made available to the different CSOs as Capacity Building Grant. In three phases, the TF released a total of 18,808,223 Birr to different CSOs which is over by 808,223 Birr from what has been proposed in the project document. In the first phase, seven network and three individual organizations which were all members of the TF received a total of Birr 4,376,279 while under the second phase a total of Birr 3,421,944 was released to 21 organizations. In addition, while the review team was preparing this report, the TF has finalized all preparatory works to disburse under the third phase a total of 11, 010,000 Birr to 53 CSOs (10 Consortiums and 43 individual CSOs). No concrete evidence was forwarded to the review team concerning the financial gap to

⁷ TF 2010 Annual Report, page30

implement remaining activities. In addition the review team could not find any strategy envisaged by the TF as alternative plan to address financial constraints in the remaining period.

2.4 Visibility/Communication

Systematic and regular communication with the different stakeholders is crucial for effective implementation of any project. In this regard, donor partners have expressed their concerns on the efficiency of the TF particularly in relation with its engagement with the different stakeholders including the donors. The team has already mentioned the communication barrier the TF had with implementer of AF1, Pact Ethiopia. In addition, the team also learnt that the TF had a problem in sharing key information to development partners like its activities on the Code of Conduct and some of the research works. Its communication level with other initiatives such as TECS also needs due attention.

Regional Representation: We don't have any information about adaptation facilities, neither other organizations in our region. We were member of the TF but they abandoned us after the legislation was adopted. We have no information. No update. I forget even the existence of the TF itself. (Kusiya Bekele, Executive Director, SRCRCA)

2.5 OUTCOME/IMPACT

This section deals with the effects of the two adaptation facilities on their beneficiaries. Generally, the two facilities helped the selected CSOs towards adapting the new legal environment. Using the technical and financial supports of the facilities, the beneficiary CSOs were able to either revise or develop new organizational documents such as strategic plan, financial and personnel manuals, resource mobilization strategy etc.

Key Achievements of AF1

Pact has identified the following as key achievements of AF1

- a. Fourteen organizations developed their Domestic Resource Mobilization Strategies
- b. Twelve organizations revised their existing Strategic Plan according to the new law

Key achievements of AF2

The following have been identified by the TF as key achievements of AF2

1. The reinvigoration of the TF which could have been perished had it not been for the support of the Adaptation Facility
2. Created an opportunity to address organizational capacity needs which are crucial even beyond the adaptation scheme
3. Saved some organizations from being closed due to lack of financial constraints they faced as result of the new legal environment
4. The revision and adoption of NGO Code of Conduct
5. Production of research materials such as
 - a. CSOs/NGOs in Ethiopia: Partners in Development and Good Governance
 - b. Manual on Charities and Societies Proclamation
 - c. Assessment of the Impact of the Charities and Societies Proclamation on CSOs
6. Through the technical and financial support of the TF, the targeted organizations were able to
 - a. develop their Strategic Plan, long term program, bylaws, and other legal and policy frameworks to adopt to the new legislation; thereby ensure their sustainability
 - b. develop different manuals such as Financial, Personnel, Administrative Manuals taking the proclamation in to consideration and these enhance their overall institutional capacity
 - c. enhance their human resource capacity of some organizations through assisting them to hire professionals
 - d. raise the awareness of their staff, government officials and the public on the new law

Table 4: Summary of key achievements scored by organizations receiving financial support from the TF

SN	Areas of achievements	No. of beneficiary organizations/ individuals
2	Organizational Development Diagnosis	2
3	Strategic Plan	31
4	Resource Mobilization Strategy	2
5	Financial Manual	6
6	Web site	2
7	Fund raising strategy	5
8	Administrative Manual	3
9	Monitoring and Evaluation System	1
10	Office Equipment	1
11	Organizational promotion	2
12	Hiring professionals	4
13	Awareness raising for CSO staff and government officials	795
14	Strengthening/establishing GO-NGO Forums	2
15	By-law	1

Adaptation Efforts to learn from and scale up: the Basic Education Network (BEN) engages in the promotion of Educational rights for all. To facilitate its organizational adaptation it changed its engagement strategy from “**advocating towards**” to “**advocating with**” the government. The network works together with its government counterpart in identifying and voicing issues of concern. This approach assisted the organization not to be considered as advocacy organization which is a delicate approach in the current situation

Ato Alebachew Executive Director of BEN

2.6 CHALLENGES AND LIMITATIONS

2.6.1 Challenges and limitations of AF2

From the interviews as well as the documents reviewed, the following were identified as major challenges and weaknesses surrounding the TF and affecting the effective implementation of AF2,

External challenges of AF2

- a. The late introduction of AF2; after the re-registration and the grace period
- b. Budget constraint; the size of the grant allocated to individual organizations considered to be small to bring the desired changes with the required quality and quantity
- c. The 2010 election had its own impact in delaying some project activities
- d. Lack of willingness of the government for engagement which has severely affected objective one and two of the project

Internal challenges and weaknesses

- a. Lack of adequate power delegation to the secretariat
- b. The secretariat is understaffed
- c. Decisions at the Ex.Com level take unnecessary time, and at times it becomes difficult to get decisions at all. There is no regular and periodic meeting of the Ex Com, and viewing the work of the TF as additional.
- d. Lacks close supervision and follow up on the implementation of the projects
- e. Lack of special arrangement at the TF level to support the most vulnerable groups. The Guideline for Call for Proposal precluded deliberately organizations established as Ethiopian which are believed to be the most vulnerable.

- f. Under representation of Ethiopian charities and regional organizations in the TF; EX.Com are all resident charities, and no Ethiopian Charity and society which led to lack of due attention to the special needs of these organizations in the implementation of the project.

2.6.2 Common Challenges and weaknesses of AF1 and AF2

- a. **Working relationship-** There was no initial discussion between AF1 and AF2 implementers, and even there after there was no regular communication. This situation has resulted in duplication of efforts as both of them engaged in similar type of activities without making division of labour and strategies. Pact could have continued with the training and mentoring activities with a broader scale while the TF could be made focused on other components of the AF such as dialogue and self-regulation. In short, the two phases were not bridged effectively.
- b. **Dialogue facilitation-** As the CSP prohibited foreign charities from engaging in advocacy and the TF lacks legal personality both implementers (Pact and CSO TF) claimed this as major challenge to implement the dialogue component of AF1 and AF2.
- c. **Transitional support for CSOs from AF and CSSP-** AF has been focusing on assisting organizations to adapt to the new legal environment but without extending programmatic support which appears to be reserved for CSSP and other initiatives. Having such important organizational plans and policies is becoming meaningless unless they are tested in practice which is possible only through programmatic support.
- d. **Lack of support to vulnerable organizations-** In both facilities there was no special scheme to support the most vulnerable organizations, i.e. those organizations which changed their mandate because of the law (for e.g. from human rights to development) and organizations which continued to work as human rights organizations
- e. **Timing-** The implementers of both facilities expressed their concern on the late introduction of the facilities as one major challenge. CSOs feel that donors/partners should have been faster at decision making and releasing the funds.
- f. **Focus on the demand side (CSOs) only-** The project documents of the two implementers of the facilities identified strategies targeting the government (the supply side) parallel with building the capacity of CSOs (the demand side) to adapt the new legal environment. However, both implementers had big limitations in addressing strategies targeting the government such as dialogue to moderate the environment.

2.7 EMERGING NEEDS

After the adoption of the CSP, a regulation by Council of Ministers and about eight directives by the Charities and Societies Agency have been issued. Legislation can be made more harsh or enabling through subsidiary regulations and directives, and hence equal attention should be given to these kinds of legal instruments. Recently, the ChSA issued the following Directives, some of which are found to be more restrictive than the Proclamation;

1. Directive for the determination of Administrative Cost and Project Cost
2. Directive on Charities and Societies Audit and Activities Report
3. Directive on Charities and Societies Public Collection activities
4. Directive on Charities and Societies Income Generating activities
5. Directive on the Liquidation, Transfer and removal Property of Charities and Societies
6. Directive for the establishment of Charitable Committee
7. Directive for the establishment of Charitable Endowment, Charitable Institution and Charitable Trust

A close examination of these directives particularly the first five makes it imperative for the adaptation facility to continue at least for a brief period. Some of the Directives like the one issued to determine Administrative and Project Cost may have unbearable effects both on individual and network organizations. Concerning the kind of intervention, the review team recommends an approach of dialogue with the Agency as the directives are within

the prerogative of this organ. Targeted trainings on the 30/70 Directive particularly for network organizations is crucial. This Directive severely affects network organizations which are important for common voice, sharing of information and experience.

In addition, the directives on public collection and income generating activities may call for capacity building trainings particularly for those organizations to whom domestic resource is the only option to carry out their activities effectively.

3 RECOMMENDATIONS

1. Measures to improve performance of CSTF for remainder of AF2;

- a. **Revising the project document;** in consultation with the development partners, the CSTF has to revise the current project document to make it more realistic to the current situation as well as identify tasks which could be done in the remaining period.
- b. **Secretariat;** Members of the TF should be urged to strengthen and empower the Secretariat. Due attention should be given to fill vacant positions and closely follow its activities particularly its regular communication with donor partners.
- c. **The Executive Committee;** The Ex Com should respect and observe its obligation under the MoU of the TF mainly in conducting regular meetings and providing timely decisions as well as strengthening its communication with concerned stakeholders
- d. **Representation;** as it stands now, the TF is highly dominated by Addis based organizations and lacks regional representation. Almost all TF members with the exception of NEWA are resident charities with no representation of foreign charities and Ethiopian human rights organizations. Therefore, attempts should be made to make the TF more representative

2. Priorities for remainder of AF2

- a. **Support to the most vulnerable groups;** The TF should design a strategy to assist the most vulnerable CSOs particularly those which continue working as human rights organizations and those changed from human rights to development. There should be capacity building support to these organizations particularly in areas of domestic resource mobilization including public collection, income generating activities, volunteerism, secondment, internship, etc.
- b. **Emerging Needs;** as we know the ChSA has recently issued eight directives which have implications on the works of the CSOs. In the remaining period attention should also be given to these directives particularly the 30/70 Directive which severely affects network organizations. It is high time for consortiums to strategise themselves to adapt the current situation. In this regard the network harmonization initiatives facilitated by CCRDA with other consortiums should be strengthened.
- c. **Dialogue and Advocacy;** this is an area barely touched by the implementers of the AF, and as a result no concrete results have been scored in influencing government policies and practices. This has been evidenced by some of the recently issued directives which severely affect the

operation of the sector. The different consultative meetings initiated by organizations like CCRDA and PANE should be strengthened and moved to a higher stage of dialogue jointly for greater visibility and impact

- d. **Extension:** given the remaining time and tasks, we recommend that the project needs a cost extension with additional fund although the exact period and the amount of the cost would be determined once the tasks have been identified and prioritized. In addition, there are still ongoing activities which may not be finalized in the remaining period, and hence may require a no-cost extension.

3. **Priorities to be taken forward under new/emerging DP CSO support**

- a. **CSSP;** the donor community should work hard to speed up the operation of the CSSP for programmatic support and complement and maintain what has been achieved in the AF. This program may take some of the objectives and activities not addressed with the required volume and quality by the two Adaptation Facilities. Focus should also be given to common challenges of the sector such as capacity building, self-regulation, networking, and attitudinal changes by the public and the government towards CSOs. There must be special arrangement for organizations which are highly affected by the new legal environment.
- b. **Complimentarity;** the different initiatives introduced by DAG/CSSG such as the AF, CSSP and TECS and should have strong link and working relationship as they are all targeting one and the same sector. These initiatives may have differences in approach and scope of intervention but their end objective is the same; creating an enabling environment for CSOs. There must be a forum facilitated by lead donors from the CSSWG/CSSG where all these actors may come together to share information, experience as well as roles and responsibilities. All of them should be in a position of knowing the programs and activities conducted by the other initiatives.

ANNEXES

A. Key documents Reviewed

- AF concept notes
- DAG post-proclamation support strategy
- Relevant DAG meeting minutes
- Various analysis/commentaries on the Proclamation
- Adaptation needs assessment report
- Proposals for adaptation facility projects (both AF 1 & 2)
- Annual and interim progress and review reports from AF 1 and 2
- Relevant CSSG minutes
- TECS/IDL interim phase reports/docs

B. LIST OF ORGANIZATIONS AND INDIVIDUALS INTERVIEWED

Type of Organization	Name of Organization	Individuals
Civil Society Organizations	PANE	Eshetu Bekele
	CCRDA	Dr. Meshesha Shewrega
	OSD	Fissiha Mengistu
	UERC	Abera Hailemeariam
	NEWA	Saba Gebermedhin
	BEN	Alebchew Mekonnen
	APAP	Wongel Abate
	NSA	Mohamed jelo
	NNPWE	
	WSO	Marta Nemera
	HUNDE	Zegeye Asfaw
	ECYO	Tigist Alebachew
	PFE	Tezera Getahun
	EAHR	Shair Mohamed
	CARE	
Implementing Partners	PACT	Elizabeth Hume
	CSTF Secretariat	Amede Gobena
	EX-COM Members	
	IA	Bizuwork Ketete and Betelhem Kassa
Bilateral Development Agencies	SIDA	
	CIDA	Shimelis Assefa and Meaghan Byers
	EC	
	Netherlands Embassy	
	Denmark Embassy	
	SHAFOCS (Regional Network)	Selashi Getahun and Rediet Bayu
Regional Based CSOs	OSSA	Zebib Nistu
Hawasa	Save the Generation	Muluwork Kifle
	Self Reliance	Endrias Melkamu
	Green Image Ethiopia	Yohannes Gezahegn
	SRCSRCA	Kussiya Bekele
Diredawa	CCRDA	Nardos Mengesha
	FGAE	Hiwot Basazinew
	JECCDO	Sisay Tsegaye

	Meserete Kirstos Relief and Development	Endale Wale
	PLWHA	Melak Yizengaw
	PLWHA (Shama Birhan)	Wubit Admassie
	Dawit Le Aregawiyen	Brhane Gobena
	FSCE	Dereje Tilahun
Relevant Stakeholders	ChSA	Assefa Tesfaye
	TECCS	Gemechu Desta
	CSSP	Biruk and Dr Chekol Kidane

C. ADAPTATION FACILITY 2 LOGFRAME

Project Objectives	Project Activities	Expected Results
6. Improve the working environment for CSOs	7. Establish and provide the necessary support for a core group working on legal action 8. The Core Group challenges the constitutionality of the CSP both at domestic and international as well as regional fora 9. Lobbying for the amendment of the CSP 10. Conduct researches which are pertinent to the adoption of standard regulations and directives which take into account the interests of the sector 11. Prepare consultative workshops on the draft directives and regulation to provide inputs before their adoption 12. Publish the legal comments made on the draft CSO legislation as well as the study on the Roles and Contribution of CSOs in Ethiopia	1. The Proclamation on Charities and Societies improved to the advantage of CSOs through amendment 2. The Agency produces regulations and directives for the fair implementation of the CSP 3. Implementing directives and regulations issued with the active and effective participation and inputs of CSOs
7. Enhance the cooperation between government and CSOs through dialogue and joint initiatives	7. Establish (or strengthen, where they exist) permanent CSO-GO forums both at the federal and regional levels 8. Develop monitoring tools on the implementation of the CSP and its impact on the work of the CSOs 9. Conduct regular and periodic impact assessment on the application of the law and its effect on the work of CSOs 10. Disseminate results of the assessment to government, development partners and CSOs 11. Organizing roundtable discussions with concerned government bodies	1. Government, donors and CSO groups exchange lessons and are well informed on implementation problems, and Government (at various levels) takes subsequent improving measures 2. The Agency applies the CSP fairly and consistently 3. Government and CSO relations are gradually improved

	12. Organizing consultative meetings with local and regional authorities	
8. Promote the accountability and independence of CSOs	<ul style="list-style-type: none"> 7. Revise the existing <i>Code of Conduct for NGOs</i> in Ethiopia 8. Conduct researches on issues of accountability and independence of CSOs in Ethiopia; challenges and prospects 9. Conduct workshops on the accountability and independence of CSOs 10. Conduct familiarization and sensitization workshops to CSOs on the Code of Conduct 11. Establish permanent bodies working on the enforcement of the Code of Conduct at various levels 12. Engage in media work on the role and responsibilities of CSOs 	<ul style="list-style-type: none"> 1. Debates on the concept of a 'Code of Conduct' held and ideas generated; CSOs code of conduct developed and adopted by as many CSOs as possible 2. For the enforcement of the Code of Conduct, appropriate regulatory bodies established 3. Debates on the concepts of 'accountability and impartiality' held and idea generated and shared 4. Awareness of the public on the role and responsibilities of CSOs increased
9. Building the capacity of CSOs towards adapting and responding to the new legal environment	<ul style="list-style-type: none"> 8. Prepare guidelines simplifying the content of the law 9. Prepare manual that advises on strategies to cope with the challenges in the Proclamation 10. Mentoring of vulnerable CSOs to cope with the new Proclamation 11. Providing legal aid to CSOs on their re-registration, and beyond 12. Organizing awareness raising workshops for CSOs and concerned government authorities on constituency building, membership development, fundraising, strategic planning, etc 13. Facilitate experience sharing activities including exposure visits 14. Establish an emergency pool fund for the TF and local organizations 	<ul style="list-style-type: none"> 1. Capacity of CSOs strengthened 2. Legal aid support system put in place 3. CSOs assisted to develop coping mechanisms
10. Strengthening the Taskforce	<ul style="list-style-type: none"> 7. Revising the by-laws of the TF 8. Developing strategies on fund raising and constituency building 9. Recruiting staff for the secretariat 10. Modestly furnishing and equipping the secretariat 11. Creating strong partnership with various stakeholders 12. Conducting assessment and feasibility on the transformation of the Taskforce to a permanent body with legal personality 	<ul style="list-style-type: none"> 1. Structure, membership and mandate of the Taskforce reviewed 2. The capacity of the Secretariat of the TF strengthened 3. The mandate of the CSTF transferred to a permanently established body

D. SCORING ON MAJOR ACHIEVEMENTS OF THE PROGRAM

SN	Organization	Adaptation Activity
1	APAP	Conducted Organizational Development Diagnosis, Developed Resource Mobilization and Sustainability Strategy
2	UERC	Developed its own Strategic Plan, provided support for 12 of its members to prepare Strategic Plan, Financial Manual, RM & Fundraising strategy and M&E system
3	UEWCA	Developed its 5 year strategic plan, finance and administrative manual, and bought necessary office equipments; produced broacher, Organized launching workshop and TV& Radio Spots about its objectives
4	OSD	undertaken baseline survey, performed organizational capacity assessment, developed its strategic plan, compile OSD's past performance and make documentary film and developed a website
5	FENAPD	Developed a 5 years strategic plan for itself and its members, address acute shortage of professionals for 4 of its members, conducted awareness raising workshop to its members on the CSP, provided training on leadership, Conduct study on the future of disable people organizations, produced and distributed audio video materials to regional disable people organizations on the CSP
6	BEN-E	provide training for 137 staffs of its member organizations on 4 different issues, Financial & resource Management, Participatory project Design, Monitoring, Evaluation & Reporting, Resource Mobilization and Strategic Plan Management
7	PFE	Developed 4 strategic plans, 4 Fundraising strategy documents, 2 HR management & personal manual, 4 financial policy & management manual for its members.
8	PANE	Conducted capacity needs assessments of its members in the context of the new CSP, prepared training materials, provided training for its regional branch offices and advisory committee, conducted consultation workshops to 130 participants drawn from government offices, CSOs and media and conducted radio programs in collaboration with CSA and Radio Fana
9	HUNDEE	revised its strategic plan, conducted awareness raising trainings on the CSP, financial management, for its staff and orientation for selected 214 selected government officials in 19 Woreda
10	CCRDA	Conducted orientation and consultative meetings with its members, strengthened/established GO-NGO forums, provided financial support for 10 members to revisit/ develop their strategic plan, revised its By-laws, formulated resource mobilization guideline
11	ADV	Training on DRM, Developed DRM manual, Develop volunteerism manual, established Dialogue forum on DRM & Volunteerism, provided Training to ADV's key staff and board members and CBO leaders on volunteerism and Self Monitoring & evaluation
12	ADDA	Developed Strategic plan, provided training workshop & conducted Dialogue
13	BVEAA	Strategic plan development, Finance and human resource manual revision and Project planning Training
14	DANFE	Developed strategic plan and other organizational policy, Validation workshop on SPM & policy & Strategy document Review
15	EAHR	Fundraising manual, Volunteer development & member orientation, Website development and Audio Visual Service
16	IA	Organize information forum for senior staffs of CSOs/NGOs to register for the certification program, Training on PCM and Conducted workshops to identify new research that is needed
17	NNPWE	Baseline Survey on capacity of member organization on the CSP and Training on the findings
18	NMHDO	Developed Strategic plan and Fundraising strategy, Revised Financial & HR Manuals, Designed information communication system, Revised the existing broacher, provided training on the new CSP and fundraising skills, project proposal writing and report writing for its staffs, board members and General assembly

19	ODA	Developed Strategic plan, Local resource mobilization manual and Finance & Human resource management manual, conducted Validation workshop on SP & DRM, Orientation on CSP and Monitoring and Evaluation activities
20	PISDA	Provided Orientation on the proclamation and developed Strategic plan and Business plan
21	SYGE	Developed leaflets and other promotional materials, Reviewed Finance and admin manual, developed System conducted study on alternative business plan and provided training on Leadership and governance
22	FIDO	Strategic plan development, Admin & finance manual development, Beneficiary selection guideline, Validation workshop, Capacity Building Training on DRM, Program Development & M&E and CSP familiarization workshop
23	TCDN	Strategic plan development for the network, Validation workshop and Finance and HR manual development for the network
24	WSA	Training on Voluntarism, Voluntarism assessment, Voluntarism Guide line development, Training on M&E, Training on SPM & validation, Awareness training on CSP, Website development, Strategic plan development and M&E System development
25	DE	Strategic planning development, Financial manual development & computerization, Fundraising and DRM strategy development & training, Validation workshop and HR & Organizational structure
26	ECYDO	Preparation of financial manual, Preparation of HR manual, Business plan preparation for alternative IGA and Establish IGA centre
27	EE	Training on CSP, Transcribing the CSP into Braille, Redesigning the website, Develop organizational development manual and DRM strategy development
28	LAERC	Developing M&E manual, Developing Voluntarism Guideline, Developing Resource Mobilization Guideline and Production of Broachers & flyers
29	NSAC	Strategic plan development and Organizational system development
30	SHAFON	Strategic plan development, Organizational capacity assessment of 20 member CSOs and Website development of 2 member CSOs
31	TCECA	Fundraising and DRM strategy development, Website development, Strategic plan development, Financial manual development, HR manual development and hiring Fundraising officer

E. TERMS OF REFERENCE

Background to the Review

The final version of the Charities and Societies Proclamation (No. 625/2009) was enacted by the House of Peoples Representatives with one year grace period provided for CSOs to adapt into the new legal environment and re-register at the Charities and Societies Agency. Even though various stakeholders shared their views and commentaries on the draft versions, the final Proclamation had not changed any of the fundamental provisions considered problematic.

During the grace period, the need to provide immediate adaptation support to civil society organizations was apparent. CSSG included "capacity building in adaptation and coping" among its proposals as one of the DAG's key response strategies which were endorsed by the DAG.

Prior to embarking on the adaptation facility implementation, in May 2009 the CSSG commissioned a team of international and local consultants, (financed by USAID and contracted through PACT) to conduct a rapid adaptation needs assessment in order to gather information from a representative sample of the CSOs.

Following this, two Adaptation Facility initiatives were approved and implemented, the first funded by USAID and the second through the support of several CSSG member agencies (Irish Aid, CIDA, Netherlands, Denmark and SIDA). The Adaptation Facility I was implemented starting June 2009 by PACT, while the second phase of the Adaptation Facility was implemented by the CSO Task Force beginning in January 2010. Technical and financial support and monitoring was provided by the CSSG.

In general more than 250 CSOs have benefited from the AF 1 and AF 2 adaptation support. An *informal* interim review of progress and challenges in both AF 1 and AF 2 was discussed at CSSG in November 2010.

Objective of the Review

The envisaged review will be a forward-looking exercise intended to examine and provide recommendations regarding what more could be accomplished using the time and resources that remain available under AF2. Such information will also be shared with other evolving civil society support programmes that will provide support to CSOs in adapting to the Civil Society Proclamation. The aim of the review is therefore, to explore, based on lessons from past experiences, opportunities for making the remaining AF more relevant, effective and meaningful against the initiative's original concept and objectives and, more importantly, vis a vis the current operational environment for civil society. As noted above, the results of the review will be shared with new/upcoming multi donor CSO support.

Specific Purposes of the Review are to explore:

1. What were the adaptation needs identified in the needs assessment in 2009 prior to the commencement of the AF initiatives and which ones were effectively addressed? Which ones were not addressed, and are they still relevant?
2. How relevant and responsive were the two AF initiatives to the immediate needs of civil society (other than development/project funding)? What impact did this support have on the organizations that received the support?
3. How transparent and accessible was the AF support/funding, especially for those that were the most vulnerable?
4. In the future, how can the AF interventions be more relevant, appropriate and timely based on the experiences gained thus far? What can be done better (or scaled up) to address the different needs of different categories of CSOs?
5. What major opportunities were missed and can they still be exploited? Which ones and how? What are the resource implications?
6. What specific changes and/results occurred as a result of AF interventions? (List examples and stories by type of CSO - not broad statements; for e.g. a particular CSO recruiting a Fundraising

- Officer or developing specific fundraising strategies, or a specific content of a changed strategic plan; or visible changes in staff skills after an AF trainings etc.;
7. What adaptation measures were adopted by CSOs themselves even without AF initiative? (for e.g. NEWA splitting into two but still working jointly)... are there any risks in some of these self-initiated adaptation measures (for e.g. compliance)?
 8. How can the coordination and management of AF be more effective in the remaining period?
 9. What key issues (operational and policy issue) can be fed into the various dialogue fora at different levels concerning adaptation to a changed environment for civil society?
 10. How can outputs supported by the AF (including research outputs on broad range of issues) be popularized, utilized and feed into policy dialogue?
 11. What clear recommendations on transitional mechanisms can be made to help facilitate smooth transition of AF initiatives to (as relevant) upcoming/ongoing civil society programmes?

Proposed Scope of the review:

- Desk review (suggested list of docs provided at the end);
- Interviews with implementing partners as well as AF resource persons (i.e. AF trainers, consultants etc.);
- Interviews with a sample of beneficiary organizations from the civil society sector (at Federal and regional levels) and a sample of CSOs who have not taken part in the AF interventions;
- Interviews with donors and relevant government partners (suggested list provided at the end);
- Interview with select group of INGOs;
- Interview with a sample of constituencies of the CSOs in question;
- Two half-day validation workshops to discuss findings and to solicit inputs from relevant stakeholders (one with CSOs and another one with Donors).

Expected Outputs

The team of consultants will provide a final evaluation report to the lead donor containing the following information:

- findings from the desk review
- findings from all interviews (Federal and at field levels)
- concrete results achieved as a result of adaptation (of with and without AF)
- inputs from feedback/validation sessions
- evidence-based, forward looking recommendations on key issues and lessons

Structure of the report:

The final review report will have an **executive summary** that provides a summary of the key issues and key result areas, lessons⁸ and challenges/drawbacks (either in the design or implementation) with clear recommendations for the future in line with this ToR. It should be no longer than 30 pages plus annexes. The **main body** will reflect more detailed findings (qualitative and quantitative) balanced and related to the scope, key objective and purposes outlined in this ToR.

A preliminary draft review report will be presented to the lead donor for the purposes of obtaining feedback/ discussion with CSSG and civil society informants. The draft report will be provided at the end of October 2011.

Estimated Timeframe:

The review is expected to commence at the beginning of September 2011 and will be completed by end November 2011:

- By mid-June: ToR, budget, contributions from CSSG donors, lead donor (CIDA) and appraisal team agreed

⁸ which can be taken up by on-going and/or upcoming civil society support programmes (for e.g. the EC-CSF, CSSP, PBS SA...etc.)

- By the end of June: potential consultants reviewed and short-listed
- By the end of August: Consultants CV's appraised and two consultants selected to carry out the assignment
- By the end of August: Contract signed with the consultants (by lead donor)
- 1st week of September: Review prep work commences, consultants meet with Lead Donor
- By mid-September: Inception work plan and report submitted, discussed and agreed at CSSG
- Mid Sept – end Oct: Review work proceeds
- By end October: First draft of report submitted to lead donor for input/discussion with CSSG
- By mid/end November: CSSG comments compiled and shared with consultants, validation workshop organized (including stakeholders involved in the review)
- By end November: Final report submitted to Lead Donor for approval by CSSG
- By mid-December: Report finalized with lead donor, who will share with CSSG.

Qualifications of the Consultant/s

- A minimum of first degree in Development Studies, Social Sciences, Law or a related subject. A Master's degree is preferred.
- In depth understanding and substantial demonstrated technical experience in dealing with civil society issues generally, with specific experience to Ethiopia preferred.
- Knowledge and understanding of the Charities and Societies Proclamation as well as the history of the legal and operational environment for civil society sector in Ethiopia.
- Demonstrable experience in civil society research, assessments and studies or monitoring and evaluation

The review is proposed to be conducted by a team of two local consultants. The consultants will be contracted separately by the Lead Donor with the contracts specifying clear deliverables for the assignment. The two consultants will work together to deliver the outputs.

Applicants should submit their CV (maximum of 3 pages) and cover letter, clearly indicating their daily rate. These documents should outline relevant experience for this assignment (maximum of 5 pages).

In particular, the cover letter and CV should include:

- experience conducting similar reviews generally and with particular reference to Ethiopia, (to be assessed from CV and from the cover letter)
- knowledge of civil society issues generally and particular to Ethiopia, (to be assessed from CV and from the cover letter)
- knowledge and understanding of the legal environment for civil societies generally and in Ethiopia (to be assessed from CV)
- calibre and composition of the team and adequacy for the assignment (to be assessed from CV I)

Budget proposals should be presented as per the following format:

Expense Items	Daily Rate	Required No. of days	Proposed Total Expense	Remark
Proposed fee (local consultant)	Propose in C\$	40		
Proposed fee (local consultant)	Propose in C\$	40		
Accommodation (Regions)	Propose in Birr			Reimbursed as per receipts
Perdiem in Regions	Propose in Birr			Per nights stayed in Regions
Communications expenses	Propose in Birr			Reimbursed as per receipts
Local transport (in Addis Ababa)	Propose in Birr			Reimbursed as per receipts

Local transport (in Regions)	Propose in Birr			Reimbursed as per receipts
Miscellaneous expenses	Propose in Birr			Reimbursed, as per receipts

A cover Letter indicating the candidate's interest in the assignment and daily fee should be submitted on or before end of **August 17, 2011**, via email addressed to Meaghan Byers :meaghan.byers@international.gc.ca

Proposed documents for desk review (to be provided by CSSG/Lead Donor/CSO TF...etc.)

- AF concept notes
- DAG post-proclamation support strategy
- Relevant DAG meeting minutes
- Various analysis/commentaries on the Proclamation
- Adaptation needs assessment report
- Proposals for adaptation facility projects (both AF 1 & 2)
- Annual and interim progress and review reports from AF 1 and 2
- Relevant CSSG minutes
- Relevant GTWG minutes
- Relevant sections in GTP
- Other civil society support programme documents
- TECS/IDL interim phase reports/docs
- Other relevant materials from DPs

Proposed stakeholders for interview (List to be provided by Lead donor/CSSG)

- Implementing partners (PACT and CSO TF) as well as resource persons engaged in the implementation of the projects
- CSO TF members and sample of other networks/CSOs outside the TF (list can be provide)
- Sample CSOs benefited from the adaptation facility initiative (per interventions for e.g. capacity building trainings, adaptation grants ...etc.)
- Financing partners
- CSSG Co-chairs and members
- Lead donors of on-going and upcoming civil society support/related programmes
- Select INGOs
- ChSA
- BoFEDs and WoFEDs