

CIVIL SOCIETY FUND –  
SUPPORT TO NON STATE ACTORS  
(ET/7028-000)  
EDF IX

MID-TERM EVALUATION OF THE CSF

Utrecht, March 2, 2007

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**Table A**

List of Acronyms and Abbreviations	
ACP	Africa Caribbean Pacific
CIDA	Canadian International Development Organisation
CRDA	Christian Relief and Development Association
CSF	Civil Society Fund
CSO	Civil Society Organisation
CTF	Cotonou Task Force
EC	European Commission
EIDHR	European Initiative for Democracy and Human Rights
EU	European Union
FA	Financial Agreement
FP	Financing Proposal
MCB	Ministry of Capacity Building
MOFED	Ministry of Finance and Economic Development
MTE	Mid Term Evaluation
NAO	National Authorising Officer
NGO	Non Governmental Association
NSA	Non State Actor
PSC	Project Steering Committee
SIDA	Swedish International Development Agency
TAU	Technical Assistance Unit
TOR	Terms Of Reference
UNDP	United Nations Development Program

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## 1. EXECUTIVE SUMMARY

### 1.1 PURPOSE OF THE EVALUATION

The Civil Society Fund (CSF) programme in Ethiopia is supported under the 9<sup>th</sup> European Development Fund. A €10 million grant is allocated during 2006 – 2010. €7,700,000 will be provided as grants for Non State Actors (NSA) projects and €2,300,000 for Technical Assistance, evaluations and audits. Implementation is in two phases: €4,350,000 during 2006-2008 and, following approval, €5,650,000 in 2008-2010.

The CSF programme's objective is to promote a stable, democratic political environment with integration of all sections of society into the mainstream of political economic and social life. CSF's purpose is to aid NSA dialogue with their constituency, the Ethiopian government and, within Civil Society, so as to fully participate in national development. CSF beneficiaries are Civil Society organisations. Two broad categories of activities will be supported: capacity building for NSA, and NSA projects focusing on governance, conflict prevention, democratisation and women's empowerment.

The CSF programme commenced in January 2006. A decision to implement a second phase of CSF is required by end-2007. An external, mid-term review was therefore called to examine the operation of the programme, its management bodies, the tripartite arrangement and the Technical Assistance functions.

### 1.2 BACKGROUND TO THE MISSION

The overall objective of the Mid Term Evaluation is to provide a detailed review of the activities carried out in the first phase of the implementation of the programme and to appraise the feasibility of the second phase.

In accordance with the Terms of Reference of the mission (Annex 5) the review team examined 11 evaluative questions regarding the Programme Design, Procedures, Management and outcomes of the CSF programme. It was also required to formulate recommendations, if necessary, for the design of a second phase of the CSF programme.

The Evaluation was conducted in Ethiopia in the period 29 January – 20 February 2007 by a two-person mission comprising one national and one international expert.

### 1.3 METHODOLOGY

The Programme is in the initial stage of implementation. The MTR mission therefore focused on a qualitative assessment of the CSF achievements to date.

A participant-observer approach was adopted, based on open-ended questionnaire checklists and individual interviews. The survey interviewed NSA representatives, members of the Programme Steering Committee (PSC), Government and EC officials and the Technical Assistance Unit (TAU) management. "Key informants" and representatives of donor agencies that support NSA capacity building and governance projects were also interviewed.

Interview data was collated, wherever possible on the basis of 'matched pairs' to capture significant communalities and divergence between protocols. This also enabled comparison and validation of the questionnaire responses recorded.

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## 1.4 MAIN FINDINGS

Overall, the mission found that all persons interviewed were aware of the EC Civic Society Fund programme. The majority commended the programme as innovative in supporting civil society capacity building as a major project component.

Interviewees expressed approval regarding the consultative approach to decision-making under the tripartite Project Steering Committee process. This was viewed as a welcome new development in the process of mutual “confidence-building” and open dialogue between the authorities and civil society.

Stakeholders at all levels were clearly aware of their involvement in the CSF process and the importance of participating in CTF meetings and related events.

The Call for Proposals for large grants was widely known. The application procedure was generally considered long and difficult. Many applicants employed outside consultants to prepare their proposals. It was frequently recommended by NSA representatives and other interviewees that the project application procedures should be reviewed.

## 1.5 CONCLUSIONS.

The Mid Term Evaluation of the Civil Society was conducted to respond to the 11 evaluative questions set out among the specific objectives set for the Review. It was also called on to make recommendations, if necessary, regarding a second phase of the programme. Following a study of documents and interviews with stakeholders, the Mission formulated the conclusions given below. These conclusions should however be placed in context in that the project is in its first year of implementation and that no large grants have yet been made to NSAs for implementation of capacity building or governance, democratisation or women’s empowerment projects.

1.5.1 With regard to the continuing validity of the initial project and to whether implementation was consistent with EC policy and programme framework, and with the financing proposal, the Mission found that all interviewees concurred that the objectives initially set for the programme are still valid today. The programme is consistent with EC policy and programme frameworks and with the Financing Proposal. However, an overall strategy has still to be developed for involving NSAs in the development process.

1.5.2 With respect to the coherence of objectives and defined indicative activities to achieve project outputs, the Mission concluded that the Goal and Purpose of the project logical framework are clear and coherent, but the appropriateness of indicators and the means of verification must still be validated.

1.5.3 Regarding the relationship of project results with the resources available and the composition of the budget by cost categories, the Mission concluded that as only two small grants with a total value of €2,590 had been made to date, no relationship could yet be established between disbursements and their impact. However, the breakdown of between grants (77%), Technical Assistance (20%), Evaluations (1%) and Audit (2%) compares favourably with those of others donors active in the same sector.

1.5.4 With respect to the procedures and processes for grant management under the CSF, the Mission found that:

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- Some NSAs had misunderstood the project objectives for the large grants scheme. Sometimes member associations within a network had even competed against one another in applying for grants.
  - Grant application procedures should be reviewed and, if appropriate, changed to enable using the two-stage restricted call procedure of a concept note and, only after its acceptance, of submitting a full proposal.
  - The role, responsibilities and procedures of the TAU in the management, monitoring and reporting to the EC Delegation on grants to NSAs must be explicitly set out.
  - NSA grant awardees must urgently receive training in project and financial management, monitoring and reporting of grant monies.
  - There is no clear separation of functions presently within the TAU. The TAU provides of NSA grant applicants advice during Calls for Proposals. However, senior TAU management staff members were required to assess grant applications. This responsibility should be entrusted to others.
- 1.5.5 Regarding the adequacy of the proposed programme performance measurement system, the Mission concluded that the monitoring strategy proposed was innovative, using non traditional means to collate data on project implementation. There is however, an urgent need to incorporate financial and budget implementation data into the integrated monitoring system.
- 1.5.6 Regarding project coordination mechanisms and the timeliness of decision making and problem resolution by project management, the Mission concluded that the PSC was an effective and operational consultative and decision-making forum. However, as no major projects have been implemented, it is too early to evaluate the effectiveness of the decision-taking and problem resolution processes.
- 1.5.7 Regarding the functions, activities and operation of the TAU, its staff composition, workload and the budget allocated to it the Mission concluded that the TAU serves a range of stakeholders; its responsibilities for NSA monitoring and evaluation will increase after grant funded projects commence. A full time professional Monitoring and Evaluation staff member and support staff should be recruited. The budget allocation for visibility and information is insufficient for the information needs of the
- 1.5.8 Regarding stakeholder' participation, level of ownership and project management, the tripartite PSC and the consultative tripartite decision-taking process indicate the very high commitment to participation, ownership and joint management. The CTF Secretariat too engenders a strong sense of identification and involvement by NSAs.
- 1.5.9 Regarding the complementarity of CSF to other donor programmes in the country the Mission concluded that the institutional, organisational, operational and funding context of CSF was significantly different from that of other donor funded interventions in the same sector. It is too early to comment on possible complementarity between CSF and such projects.
- 1.5.10 In respect of the achievements of the CSF programme in respect of the overall programme objective and its contribution to the formulation of other Civil Society programmes, the Mission concluded that, as there are no major CSF-funded NSA projects so far implemented, it is too early to evaluate CSFs achievements nor its contribution to the formulation of other Civil Society projects.

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1.5.11 Regarding the adequacy of the EC support to the Civil Society Sector against the greater demand generated by the project, the Mission concluded that the programme made available significant resources to the Civil Society Sector. NSAs joint applications as consortia for CSF funds, foreseen in the CSF programmes' logical framework, would leverage such funding. This is particularly relevant as the project goal of inducing widespread, enduring and measurable change in attitudes and behaviours are "knowledge intensive" and not "means intensive".

Finally, the Mission concluded that a further period of consultative, democratic dialogue, tripartite decision-making, high levels of participation and strong sense of ownership among stakeholders that will result from a second phase of the CSF programme will significantly contribute to the interests of good governance, democratisation and the rule of law and women's empowerment in Ethiopia.

## 1.6 RECOMMENDATIONS

Regarding a second phase of CSF programme implementation:

**It is recommended that a second phase of CSF Programme implementation is approved.**

Regarding the coherence of objectives and defined indicative activities to achieve project outputs:

**It is recommended that the coherence of project objectives and activities be regularly reviewed together with the project Logical Framework.**

Regarding procedures and processes for grant management:

**It is recommended that the grant application procedures are reviewed and, if appropriate, changed in accordance with the regulations.**

Regarding the role, responsibilities and procedures of the TAU in the management, monitoring and reporting on use of grant funds by NSA contractors with regard to the EC Delegation as Contracting Authority must urgently be addressed:

**It is recommended that the role, responsibilities and procedures of the TAU in respect of grant funds be established.**

Regarding training for NSA grant awardees in project and financial management, monitoring and reporting:

**It is recommended that a training plan be developed and NSA grant awardees receive training in grant management monitoring and reporting in accordance with established procedures.**

Regarding participation of senior TAU management staff as assessors in the grant application review process:

**It is recommended that external consultants are recruited as assessors in the grant application review process.**

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Regarding the CSF integrated monitoring strategy approach and incorporation of financial and budget implementation data into the integrated monitoring system:

**It is recommended that priority is given to finalising and implementing the CSF integrated monitoring strategy. Financial and budget monitoring should be incorporated into the overall monitoring strategy.**

Regarding the functions, activities and operation of the TAU, its staff composition and workload, the Mission concluded that:

**It is recommended that an additional TAU professional staff member be recruited with particular reference to monitoring and evaluation requirements.**

Regarding the TAU budget allocation for visibility and information which is insufficient for such services as publicising the forthcoming Call for Proposals and therefore must be increased:

**It is recommended that the TAU budget allocation for visibility and information is increased.**

Regarding stakeholder' participation, local ownership in respect of the Cotonou Task Force Secretariat:

**It is recommended that an allocation is made for the Cotonou Task Force Secretariat specifically to support and sustain its information and advisory capacity for NSA.**

The programme made available significant resources to the Civil Society Sector. The joint grant application procedure by consortia of NSAs, foreseen in the CSF Programme Logical Framework, would serve both to improve coordination and networking between NSA and reduce competition between them for project contracts. This is relevant as the process of widespread, enduring and measurable change in attitudes and behaviours supported by the project is “knowledge intensive” and not “means intensive”.

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## 2. INTRODUCTION

### 2.1 PURPOSE AND BACKGROUND TO THE MISSION

#### 2.1.1 Purpose of the evaluation

The Civil Society Fund (CSF) programme in Ethiopia is a joint initiative of the European Commission and the Government of Ethiopia under the 9<sup>th</sup> European Development Fund. The project is incorporated into the Country Strategy Paper (CSP) for Ethiopia during 2002-2007 as a specific area of non focal sector support for capacity building of Non State Actors (NSA) in the broad area of governance and civil society.

A grant of €0 million was allocated to support of NSA during 2006 – 2010 comprising €7,700,000 in grant aid, €2,000,000 or Technical Assistance and €300,000 for evaluations and audits. The project will be implemented in two phases : €4,350,000 is allocated during 2006-2008. Following external appraisal, a second phase of €3,650,000 will be implemented during 2008-2010.

The overall objective of the CSF programme is to promote a stable and democratic political environment through the integration of all sections of society into the mainstream of political economic and social life. The purpose of the CSF programme is to increase and improve NSA dialogue with their constituency, with the Ethiopian government and amongst themselves thereby increasing NSA capacity to participate in the national development process.

The results expected of the CSF programme are:

- Increased capacity of Ethiopian NSAs to engage in the development and democratisation process;
- Strengthened independence and self-sufficiency of NSAs;
- Improved coordination and networking among NSAs;
- More effective delivery of services in the governance area, and, greater capacity to dialogue with Government and the EC on implementation of the country Support Strategy as part of a more extensive and productive dialogue between NSAs and Government and NSAs and their constituencies.

The European Commission acts as Contracting Authority on behalf of the Government of Ethiopia. A tripartite Programme Steering Committee (PSC) is responsible for strategic management of the CSF programme. A Technical Assistance Unit (TAU) is responsible for day to day management of CSF implementation.

The beneficiaries of the CSF grant support are Civil Society organisations. However, “for profit” organisations are excluded. Two broad categories of activities are supported: NSA capacity building and support for NSA projects that specifically focus on governance, conflict prevention, democratisation, women’s empowerment and human rights and rule of law.

To date, four small grants for a total of €2,590, mainly for training and outreach activities have been disbursed. Two “Calls for Proposals” with a total value of €2.4 million

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Euro were launched on June 6, 2006, but the results had not been published at the time of the mission.<sup>1</sup>

As programme implementation began in January 2006 and that a decision on the second Phase of the CSF Programme will be needed by the end of 2007, it was decided to conduct an external, mid-term evaluation of the first phase of the CSF programme and to appraise the feasibility of a second phase.

The mid-term evaluation was conducted in Ethiopia during 29 January – 20 February 2007 by a two person mission comprising a national and an international expert. It focused on the overall operation of the programme including its management bodies and the tripartite arrangements under which they have been set up, the TAU functions and interviews with representatives of a selection of grant awardees. The Terms of Reference are given in Annex 5.

## 2.1.2 Background to the Evaluation

Non State Actors (NSA) in Ethiopia contribute to the process of socio-economic and national development through the implementation of programmes and projects for the provision of basic services, support for poverty reduction strategies and support for enhanced civil society participation. However, there is less practical experience in respect of capacity building, consciousness-raising, governance, rights-based advocacy and in fostering dialogue between government and civil society.

The NSA sector actively participates in the public consultation and joint decision-making process with government and donors agencies in the context of PASDEP (Plan for Accelerated and Sustained Development to end Poverty). The Cotonou Task Force (CTF) which is comprised of a diversity of Ethiopian NSAs, plays an active role in the tripartite consultation process with Government and the EC Delegation in the Joint Annual Review (JAR) process, and, currently, the CSP 2008 - 2013 in preparation.

The overall objective of the Mid Term Evaluation, set out in the TOR, is to:

*“..provide a detailed review of the activities carried out in the first phase of the implementation of the project and appraise the feasibility of the second phase”.*

The specific objectives, scope of work and detailed tasks require the Mission team to assess and report on 11 evaluative questions, given in Table No1. Additionally, the MTE is asked to formulate recommendations, where necessary, for improving the design of the second phase of the Programme.

Formulated

To facilitate the analysis and presentation of results, the 11 evaluative questions have been grouped under four major headings: Programme Design, Procedures, Management and Outcomes of the CSF programme, given in Table No 1 below.

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<sup>1</sup> The Mission received a table of NSAs that had signed grant contracts with the EC Delegation on March 1<sup>st</sup>, 2007, which is reproduced in the End Note. However, the mission had concluded its fieldwork on February 20<sup>th</sup> and no further information was provided other than this list.

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**Table 1 Evaluation Questions by thematic area**

No	Thematic area	Evaluative Question
Programme Design		
1		Assess to what extent the objectives set at the design of the first phase of the project are still valid and assess if progress in the implementation is consistent with the EC policy/ Programme framework and the financing proposal;
2		Assess if the project has a set of clear and logically coherent project objectives (Goal, purpose, outputs with SMART indicators) and a set of indicative activities for delivering project outputs and assess the validity of the logical framework over time;
Procedures		
3		Assess the consistency of the expected results with the resource/cost budget. Specific focus should be given to assess the composition of the cost categories between Grants, technical assistance, external audits of activities, and evaluations;
4		Review the EC procedures and processes for grant management under the CSF;
5		Assess the adequacy of the proposed performance measurement (reporting, monitoring review and evaluation) and accountability system;
Management		
6		Assess project management and coordination arrangement and the extent to which timely and appropriate decisions are being made to support effective implementation and problem resolution (for all stakeholders i.e. EC delegation, TAU, NSA, and Government);
7		Assess functions, activities and operation of the TAU. Review the composition of the staff of the TAU in view of the bestowed work load (staff composition i.e. permanent Vs temporary) and the budget of the unit in relation to the different tasks bestowed on it such as visibility, communication, administration, and training/outreach work
Outcomes		
8		Assess stakeholders' (EC delegation, TAU, NSA, Government) participation, opportunities and challenges faced in the course of the project implementation, level of local ownership and project management (SO4)
9		Evaluate how the CSF is complementary to other donor programmes in the country
10		Evaluate the achievements of the project so far in light of the overall programme objectives. How the project is contributing towards the formulation of other Civil Society programmes with the wider donor community
11		Assess the adequacy of the EC support to the Civil Society Sector against the greater demand generated by the project
Recommendation		
12		Provide recommendations – where necessary – for the improvement of the design of the second phase of the programme (objectives, management arrangements and financing), the adequacy, efficiency and effectiveness of EC support to the civil society sector.

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## 2.2 SUMMARY OF OBJECTIVES AND THE INTENDED IMPACTS OF INTERVENTIONS

The November 2000 Council/Commission Joint statement on development policy refers to:

*“..the contribution made by a wide spectrum of participants from civil society to Community policy is already recognised in the framework of the new partnership with the ACP countries. Implementation of an approach that encourages greater participation by non-governmental organisations, economic operators, social partners and the private sector must be encouraged in the context of the Union’s relations with the rest of the world”. (paragraph 38)*

The November 2004 Commission “Guidelines on Principles and good practices for the participation of Non State Actors in the development dialogues and consultation” states that:

*“NSA are gradually becoming one of the key partners in EC development policy. The EC objectives in promoting participatory approaches are to contribute to the ownership of the development strategies by all beneficiaries, to progressively consolidate accountable, sound and democratic institutions, to assist in the exercise of citizenship and to facilitate public-private partnerships. This will in turn result in the greater visibility of development strategies”.*

The Commission Guidelines also state in respect of tripartite consultation regarding the Country Strategy Paper process that includes NSA that:

*“The consultation process is a two-track approach. First, at the level of National Development Strategies or the CSP process, the aim should be to encourage a wide involvement of NSA in the public debate on setting development objectives and reinforcing good governance and the rule of law”.*

Overall EDF support to the Non State Actor sector derives from Article 6 of the Cotonou Convention which recognizes Civil Society *“in all its forms according to national characteristics”*.. as one of the three actors under the Cotonou cooperation agreement.

Support for the Non State Actor sector in Ethiopia as a non focal area of cooperation is stated in the Country Strategy Paper 2002-2007. It makes provision for support to the CSF programme in the area of capacity building for civil society and governance, including conflict prevention on the basis of the two-yearly Memoranda of Understanding (MOU). These are established between the National Authorising Officer (NAO) and the EC Delegation. Two main areas of EDF support are (i) capacity building of NSA to improve their advocacy skills and ability to dialogue with government and their constituencies, and (ii) support for CSO activities in areas such as governance, conflict prevention, democratisation, human rights, rule of law and women’s empowerment.

The overall effect of the CSF will be to promote a stable and democratic political environment through the integration of all sections of society into the mainstream of political, economic and social life. The intervention will specifically improve NSA dialogue with their constituencies, Government and amongst themselves to enable them play their role in the national development process.

The CSF programme implementation will therefore complement, but not compete with, projects and initiatives supported by the European Initiative for Democracy and Human Rights (EIDHR).

The Civil Society Fund programme addresses the question of achieving widespread, enduring and measurable change in attitudes and behaviours throughout society in

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respect of governance, the rule of law, women's empowerment and the democratisation process.

## 2.3 CONTEXT

### 2.3.1 The Institutional context.

The Civil Society Fund programme is implemented in the context of the overall strategy for cooperation between the EC and the Ethiopian government under the EDF 9. Overall co-responsibility for programme policy and implementation lies with the NAO and the EC Delegation. Strategic management and decision taking are undertaken by a tripartite Programme Steering Committee (PSC). The PSC comprises four elected Civil Society representatives, one representative each from the Ministry of Finance and Economic Development (MOFED) and from the Ministry of Capacity Building (MCB) as voting members. PSC meetings are chaired by the NAO. The EC Delegation has observer status.

The Cotonou General Assembly which comprises some 90 Civil Society Organisations (CSO) elects the Cotonou Task Force (CTF), reviewed in Annex 7.5. The four civil society representatives on the PSC are all members of the CTF. A tripartite Programme Evaluation Committee comprising a voting member representing the NAO, EC and Civil Society and presided by the EC, reviews grant applications submitted under the Calls for Proposals and establishes a short list of grant awardees.

A Technical Assistance Unit (TAU), selected by international tender and reporting to the EC Delegation, is charged with the routine management and operation of the CSF programme.

The Cotonou Task Force Secretariat, which is responsible for providing support information and documentation services to NSA in respect of the Cotonou Agreement and the implementation of the Civil Society Fund programme, forms a vital link between the CSF programme and the larger CSO community. The Secretariat received a small grant for purchase of equipment and for staff salaries.

During the recent Calls for Proposals (CfP) for large grants, CSOs frequently consulted the CTF Secretariat for information regarding grant application procedures. Several CTF members stressed the importance of the CTF Secretariat and its functions, stating that it contributed significantly to ensuring the sustainability of the Civil Society process.

### 2.3.2 The wider socio-economic context

Historically, Ethiopia was a centralized state under autocratic rule. There were few independent civil institutions and its economy was largely agricultural. By the mid-20th century, the imperial system had become irrelevant. Voluntary associations formed by a middle class of urbanized professionals, academics and businessmen contributed to the passing of the imperial system.

The incoming military government did not, however, encourage dialogue between civilians and the authorities. Nor did it acknowledge the emergence of independent socio-political activity. It created instead a centralised ruling structure and its own set of mass organizations, membership of which was obligatory. The military increasingly restricted the scope of voluntary associations that had been formed.

The Ethiopian People's Revolutionary Democratic Front (EPRDF), which assumed power in 1991 encouraged dialogue between Civil Society and government. However, following elections in 2005, there has been a growing polarization between the authorities and Civil Society.

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The Ethiopian Constitution of 8 December 1994 guarantees the fundamental rights and freedoms of the population. There is a separation of legislative, executive and judicial powers. A parliamentary democracy system is guaranteed under the constitution. In 1995, legislation was passed to establish nine new administrative regions within a federal political system and to recognise linguistic diversity and equality within the country. These regions broadly correspond to the major linguistic and ethnic groupings of Ethiopia.

The terms Non State Actor and “Civil Society” describe a wide range of social and legal organisations that operate in Ethiopia. These include religious institutions, “common interest” and corporate bodies such as cooperatives and professional associations of teachers and lawyers<sup>2</sup>, “area-based” regional development associations based for the socio-economic and civic development of the new administrative regions, among others. The NSA sector also comprises traditional local organisations and kinship-based groups that focus on the welfare of their members, as well as Civil Society organisations and advocacy groups that campaign for good governance, women’s rights, democratisation and the rule of law.

Ethiopian civil society organisations are required to register with the Ministry of Justice and its Associations Registration Office Register in accordance with the 1980 Ethiopian Civil Code. Civil Society is divided into “for-profit” concerns, and “non-profit” organisations. There have been no significant changes since 1980 to further regulate non-profit CSOs. Legislation to modify the status and registration procedures of CSOs has been drafted, but this has not yet been ratified.

The Ministry of Justice registration procedures require NSAs to provide written proof of their byelaws and regulations. Written recommendations from the local administration and from a government authority are also required. These procedures only apply to CSOs which operate nationally. Regional organisations register with the regional authorities or municipalities and CBOs are recorded locally.

Ethiopian NSAs do not however form a homogenous category other than fulfilling the formal registration and compliance regulations procedures. There are major differences within the CSOs community in respect of public policies and issues. There is sensitivity too among some NGOs with regard to officially endorsed CSOs, and to international NGOs active in Ethiopia.

The system of increasingly decentralised administrative regions tends to accentuate the marked inter-regional differences that exist in Ethiopia in respect of incomes, physical and human resources, infrastructure and accessibility of the regions. Implementation of capacity building and governance programmes in the resource-poor “emerging regions” of Afar, Somali, Beni-Shangul and Gambella, presents particular challenges.

The CSF programme will therefore support a range of appropriate strategies that have been developed for, or adapted to, diverse socio-economic and socio-cultural contexts to promote widespread, enduring and measurable change in attitudes and behaviours in regard to governance, the rule of law, women’s empowerment and the democratisation process.

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<sup>2</sup> These are officially, but confusingly, referred to as “Membership Organisations”.

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## 3. METHODOLOGY

### 3.1 DATA AND INFORMATION COLLECTION - APPROACH AND METHODOLOGY

Implementation of the CSF programme commenced in January 2006. Major achievements in the first year include establishing the TAU and the PSC, launching Calls for Proposals for two small and two large grants, and the evaluation of applications. However, excepting some short training sessions for CSOs and awareness-raising activities that were funded through the small grants scheme, no large grants have been awarded, nor have NSA project activities commenced. The project therefore is in its initial stage of implementation.

The Mid Term Review mission therefore focused on examining the institutional organisation and operational procedures set in place to enable qualitative assessment of project achievements. In view of the large number of specific objectives set for the Mission, a questionnaire based checklist approach for individual interviews with selected informants, employing a participant-observer method, was adopted.

The mission identified three main sources of data regarding the Civil Society Fund to enable implementation of a questionnaire based interview approach :

- The principal CSF stakeholders comprising representatives of NSA, the Government and the EC;
- “Key informants” that had been directly involved in the setting up of CSF and those involved in formulating policy;
- Donor agencies that actively support NSA projects for capacity building and governance in order to compare differences in the focus, methodology and modes of implementation and budget between the programmes;

Interview data was also collected from other Civil Society organisations that are not directly involved with the CSF programme for comparison and corroboration of the review findings.

It had also been planned to interview successful grant applicants under the Call for Proposals for large grants and a Civil Society member on the Project Evaluation Committee. As the awardees were not officially announced by February 20, 2007, an interview was conducted with a representative of a NSA that was, informally, believed to be short-listed for funding.

A series of three “nested” questionnaires checklists were developed for use in interviews with the following categories of respondents:

- Representatives of international donor agencies funding civil society projects
- Representatives of NSA, Government and the EU
- Elected Cotonou Task Force representatives
- A member of the Cotonou General Assembly that elects the CTF.
- PSC members
- TAU managers and monitoring staff
- “Key informants”.
- A NSA representative on the Programme Evaluation Committee
- A representative of a NSA that was believed to be short listed for a grant.

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The questionnaires developed to interview donor agency representatives sought information about their programmes and priorities and not that of CSF. The three questionnaires developed by the mission are given in Section 7, Annex 3.

Interviews were conducted on an individual basis at the interviewees' place of work. Interviewees were given a questionnaire and invited to give a narrative account of their involvement with and perception of CSF. The interviewees themselves determined the content and duration of the interview. Interviews, on average, lasted two hours.

Overall, 21 principal interviews were conducted. Some interviewees were visited a second time to gather additional information. Programme management staff and project officer at the TAU and CTF Secretariat staff were also interviewed.

Table 2 below indicates the five categories of interview subjects and the three questionnaire checklists that had been employed to structure the interviews.

**Table 2 Questionnaire used by category of informant and key questions**

Thematic area	1.	2.	3.	4.	5.
	Questionnaire No 1	Questionnaire No 2	Questionnaire No 3	Questionnaire No 3	Questionnaire No 3
	Donors supporting CS programmes	“Key Informants”:	Government, NSA, and EC representatives	Programme Evaluation Committee members	NSA grant awardees
1	+	+	+		
2					
3	+		+		
4	+		+		
5			+		
6			+		
7	+			+	+
8	+	+	+		
9					
10	+	+	+		
11	+	+	+	+	+
12		+	+		

Table 3 below gives the institutional affiliation of the principal interviewees from Government Ministries, Donor agencies, NSA, EC, TAU and of short listed grant awardees.

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**Table 3 Interviewees and their institutional affiliation**

Category	Institutional Affiliation	Persons
NSAs		
	Cotonou Taskforce Co-chair	1
	Programme Steering Committee representatives	3
	Alternate Steering committee member/Women's Assn.	1
	Programme Evaluation Committee members	2
	Network organisation representatives	2
	Trade Union Representative	1
	<i>Sub total</i>	(10)
Government	MOFED representative and Assistant NAO	2
	Sub total	(2)
EC Delegation	Official	1
TAU	Programme Manager, Deputy Manager, Project Official	3
	<i>Sub total</i>	(4)
Grant applicants	Representative of CSF grant applicants	(2)
DONORS	UNDP	1
	SIDA	1
	CIDA	1
	<i>Sub total</i>	(3)
	Total	21

## 3.2 METHOD OF ANALYSIS

In consideration of the relatively small size of the interview sample, which resulted from the participant-observer methodology adopted and the resources available to the mission team, data from 21 in-depth interviews conducted during 05 – 16 February, 2007 were analysed.

Qualitative data analysis methods, both intra-case and cross-case, were employed. Data was reduced and a data display matrix developed for intra-case analysis in respect of each of the three main categories of informant : representatives of external donor organisations; “key informants”; Government and EC officials and representatives of CSOs.

The data display and cross-case analysis techniques were also employed in order to capture significant communalities and divergence between protocols between the three main categories of informants, indicated in Table 4.

**Table 4 Characteristics of Government institutions, NSAs and Donor agencies interviewed by category.**

CATEGORY	GOE	DONORS				NON STATE ACTORS													
	MOFED <sup>3</sup>	EU	CIDA	SIDA	UNDP	AARDR	ACORD	INIT. AFRICA	IAG	GETU	NEWA	OROMO	REST	PAST. FORUM	CRDA	CONSUM Assn	MARY JOY	OXFAM	
External Donor Agency		o	o	o	o														
Cotonou Task Force member						o	o	o	o	o	o	o	o	o	o				
General Assembly member																	o		
International NGO							o	o	o									o	
Area based Development Association											o	o							
Human Rights Network grouping						o			o										
Women's Network Association										o									
"Membership organisation"										o	o								

<sup>3</sup> Two MOFED officials were interviewed. However, representative of the Ministry of Capacity Building on the Project Steering Committee declined to be interviewed stating that, following a recent decision, MCB policies in respect of the CSF project were to be articulated by MOFED.

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CATEGORY	GOE	DONORS				NON STATE ACTORS												
	MOFED:	EU	CIDA	SIDA	UNDP	AARDR	ACORD	INIT. AFRICA	IAG	CETU	NEWA	OROMO	REST	PAST. FORUM	CRDA	CONSUM Assn	MARY JOY	OXFAM
Capacity building – Civil Society						o	o	o	o	o	o	o	o	o	o	o	o	o
Capacity building -State Institutions						o										o		
PSC Member	o					o	o	o					o					
Programme Evaluation Committee Member	o											o	o					
Grant applicant / awardees (short-listed)						o		o			o						o	o

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## 4. MAIN FINDINGS

The Mid Term Evaluation was launched after one year of implementation of the CSF programme. The Terms of Reference of the mission set out 12 specific objectives for the evaluation, 11 formulated as evaluative questions. For convenience, the 11 evaluative questions indicated in the TOR have been grouped under four major headings: Programme Design, Procedures, Management and Outcomes.

In addition the mission was required to provide recommendations, where necessary, for the improvement of the design of the second phase of the project (in terms of the objectives, management arrangements and financing, etc.), the adequacy efficiency and effectiveness of EC support to the civil society sector.

This section will therefore focus on reviewing the actual implementation of the Programme to date. Section 3.1 above indicated that two small grants with a total value of €2,590 excepted, (which have been spent to implement short term training and awareness-raising events), there has however been no disbursement of CSF “large-grant” funds. In the absence of such data, it has therefore not been possible to assess the adequacy, effectiveness or efficiency of EC support to the civil society sector.

The review also examines the structures and processes that have been so far set in place, and, on the basis of the findings of interviews and from secondary sources, formulates a qualitative assessment of project achievements.

A general consideration in the review of the CSF programme is the actual and anticipated contribution of the programme to a widespread, enduring and measurable change in attitudes and behaviours in regard to governance, the rule of law, women’s empowerment and democratisation.

### 4.1 REPONSES TO THE EVALUATIVE QUESTIONS

In the following section, the 11 Evaluative Questions set out in the mission’s Terms of Reference are presented in the same sequence as indicated in Table No 1 above. A summary of the interview data and documentary review has been presented in respect of each. The data presented represents the status of CSF programme implementation and the data collection methodology. This in turn, reflects the phase in the project cycle during which the data was collected.

The Mission’s conclusions that arise from these findings are presented in Section 5. The Mission’s recommendations that derive from the conclusions are presented in Section No 6.

4.1.1 *Assess to what extent the objectives set at the design of the first phase of the project are still valid and asses if progress in the implementation is consistent with the EC policy/ Programme framework and the financing proposal. (SO1).*

As set out in the Logical Framework of the CSF Financing Proposal, the Overall Objective of the CSF programme is to:

*“Promote a stable and democratic political environment through the integration of all sections of the society into the mainstream of political, economic and social life”.*

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The CSF programme Purpose is to :

*“Increase and improve NSA dialogue with their constituency, with the Ethiopian Government and amongst themselves; increase NSA’s capacity to play their role in the national development process”.*

In order to record the opinions of a wide cross section of programme stakeholders and knowledgeable informants that are, or were, professionally involved in the policy and implementation of programmes and projects in the area of NSA capacity building and good governance, this question was incorporated into each of the three questionnaires that were developed and used during interviews conducted with representatives of donor organisations, ‘Key informants’ and CSF participants

All interviewees concurred that the objectives that had been set for the CSF programme since inception are still valid.

However, some representatives of Civil Society Organisations interviewed expressed particular concern that the present status of dialogue between Civil Society and the Government of Ethiopia was vulnerable to external “shocks”.

Other CSO representatives, however, referred to the process of dialogue and joint decision making by Government and NSA representatives which had developed under the tripartite Programme Steering Committee. It was believed that the PSC represented a unique forum which fostered a process of mutual ‘confidence-building’ and cooperation between Government and Civil Society institutions.

Representatives of Donor agencies and CSOs also stressed the innovative nature of CSF support for NSAs in comparison to other projects in the area of governance. CSF is considered exceptional in that it is the only donor programme that presently supports institutional capacity building of CSOs as a ‘stand-alone’ programme objective.

It was found that implementation of the CSF programme is consistent with the EC policy/Programme framework. An effective, tripartite consultation and collective decision-taking mechanism and procedure have been established through the PSC. However, no substantial overall strategy for greater NSA involvement in the development process, democratisation and good governance, as set out in the Financing Proposal, has yet been defined. Some interviewees felt that this resulted, in part, from the recent overall change in attitudes and priorities regarding NSA initiatives in the areas of governance, capacity building and dialogue.

4.1.2 *Assess if the project has a set of clear and logically coherent project objectives (Goal, purpose, outputs with SMART indicators) and a set of indicative activities for delivering project outputs and assess the validity of the logical framework over time;*

The logical framework matrix in the Financing Proposal and the Financing Agreement provides clear and coherent objectives at the Overall Objective and Purpose level. The indicators and means of verification proposed for the logical framework are however, often generic and refer mainly to quantifiable data. The draft Logical framework revision prepared and submitted by a CSP short-term consultant is a useful first step in reviewing

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the logical framework in the project context. This revision should be finalised before the conclusion of the present phase of CSF.

The SCF Logical Framework at Overall Objective, Purpose and Results level is given in Table 5 below.

**Table 5 Logical Framework for the Support to Civil Society Fund in Ethiopia programme**

	<b>Intervention Logic</b>	<b>Objectively Verifiable Indicators</b>
<b>Overall Objective</b>	To promote a stable and democratic political environment through the integration of all sections of society into the mainstream of political economic and social life.	Improved socio-economic and political indicators
<b>Purpose</b>	Increase and improve NSA dialogue with their constituency, with the Ethiopian government and amongst themselves, and also to increase NSA's capacity to play their role in the national development process.	Consultations be Government of NSA as part of a standard government procedures; -Consultation by regions and woredas of NSA in development activities
<b>Result 1</b>	Increased capacity of non-state actors to engage in development and democratisation processes	-Increase each year in the number of consultations by government and local authorities during project life. -Consultation of NSA by Parliament and other democratic organisations -Number of development projects in which NSA participate -Involvement of NSA in monitoring SDRPR processes and other key development activities -NSA networks established and functioning
<b>Result 2</b>	Strengthened independent and self sufficient non-state actors	Increase in number of NSA organisations and in networks -Life span of key NSA -Articles in press and radio/TV appearances by NSA -Number of awareness raising activities by NSA -Number of NSA staff trained -Number of workshops supported -Number of NSA supported in carrying out their mandate
<b>Result 3</b>	Improved coordination and networking among NSA	Reduced competition between NSA and networks for projects contracts
<b>Result 4</b>	More effective services delivery in the governance area	Number of NSA contributions to activities in areas of democratisation, human rights, etc.

The indicators for CSF Results include, for example the number of NSA consultations by the authorities and parliamentarians; NSA development projects implemented; functioning networks; training and outreach activities and contribution to democratization and human rights activities. In the present initial programme phase, the viability and relationship of such project outputs to the achievement of the CSF Purpose must still be established. Implementation of the CSF Monitoring Strategy (further discussed under 4.1.5), will enable incorporating local NSAs into the project monitoring process. This in turn will assist in identifying appropriate and measurable indicators.

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It is presently not possible to determine whether the indicators used are “SMART”, (in particular regarding measurability, appropriateness or replication) as, thus far, no major grant project activities have been implemented and not monitoring activities begun.

4.1.3 *Assess the consistency of the expected results with the resource/cost budget. Specific focus should be given to assess the composition of the cost categories between Grants, technical assistance, external audits of activities, and evaluations*

During CSF implementation to date, only two small grants with a total value of €2,590 had been disbursed. One disbursement of €9,237 focused on information and practical training activities for NSA in procedures and techniques to prepare applications for CSF large grants. Eight two-day information and consultation sessions were organized for NSA from the 9 regions by CRDA, an NGO. A total of 583 CSO representatives attended these two-day training courses. The other small grant of €23,353 was allocated for three projects educational, information, awareness raising activities and to facilitate dialogue.

A comparison of the budget allocation for Grants, technical assistance, external audits and evaluations under CSF with other donor-funded projects in the area of governance indicates that the grant allocation under CSF is slightly higher (as percentage) than is the case with an other donor, and the allocation for TA, audits and evaluations combined somewhat lower.

**Table 6 Cost categories of Civil Society programmes in relation to total budget (various donors)**

DONOR	Total budget	Grant amount (%)	Technical Assistance (%)	External Audits (%)	Evaluations (%)	Grants (minimum – maximum)
SIDA	SKr 120,000,000	75%	25%	n.a.	n.a.	SKr 200,000 SKr 1,500,000
EU	€10,000,000	77%	20%	2%	1%	€100,000 – €250,000

In that only very small grant disbursements have been made, it is not possible at present to comment further on the consistency of the expected results with budget.

4.1.4 *Review the EC procedures and processes for grant management under the CSF*

EC procedures and processes apply for grant management under the CSF in Ethiopia.

The TAU Annual Work Plan - 2006 indicates the nature and timing of the Calls for Proposals for grants. The TAU also developed Guidelines for Proposals and evaluation procedures. In 2006, there were two Calls for small grants and two for large ones. As NSAs in Ethiopia generally lack experience in applying for EC large grant funding, the TAU organized two-day training workshops in Addis Ababa and in seven regions to familiarise NSA applicants with EC Project Cycle Management techniques, grant application procedures, and present an overview of the themes of governance and human rights.

The procedures established in respect of the Calls for Proposals for large and small grants involve the following steps:

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- Establishing guidelines, evaluation procedures and publication of the Call.
- Receipt and screening of proposals
- Evaluation of tenders
- Award of contracts.

Applications for large grants required submitting a concept note, a full project proposal with budget and their details. Small grants use a simplified procedure.

There were 208 applications for large grants in the field of capacity building and of governance. Whilst the results of the selection were not published during the Review, it is believed that there are some 11 shortlisted NSA grant awardees, and that a majority of these are consortia of CSOs. It is suggested that when the competition results are announced, more than 50 NSAs will benefit from the €2,400,000 awards.

Some NSA interviewees complained of the time and resources that were needed to complete the applications for large grants. A number of CSOs had apparently hired consultants to prepare their submissions. NSA applicants also complained of the long wait between submission and the announcement of the results.

However, during interviews, the Mission learnt that that one network had submitted ten different applications for a grant; one prepared by their head office and one each submitted by the nine regional branch offices. Each branch office had hired consultants to prepare a submission, but none of the applications were successful.

Undue competition between NSAs in applying for CSF programme grants was foreseen in the CSF Logical Framework; a result expected of the CSF Programme was improved coordination and networking among NSA, indicated by reduced competition between NSA and networks for projects contracts

Several grant applicants called on the EC to change the procedures or abandon them. (The use of the full, “open” procedures for earlier Calls had been endorsed by the PSC). Such outright changes are administratively not feasible. However, the Mission met with the Finance and Contracts Section at the EC Delegation and was informed that, under the new PRAG regulations, on condition that it can be duly justified, it may be possible to use a restricted call for proposals procedure. Applicants would thereby be required initially to submit a concept note. If this were accepted, the candidate would subsequently be invited to submit a full proposal. Any procedural changes however must conform to existing regulations and be approved by Commission services. The reference to the regulation is given below.<sup>4</sup>

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<sup>4</sup> Section 6.3.1.2. of the new “Practical Guide to Contract Procedures for EC external Actions (22 August 2006), regarding open or restricted call for proposals indicated that:

*Calls for proposals are open as a rule and all applicants are free to submit a grant application form in response to the Guidelines for Applicants published on the EuropeAid website (see point 6.4.2). However, where warranted by the technical nature of the field or the expected number of proposal, the Contracting Authority may organise a restricted call for proposals in accordance with the rules in point 6.6: potential applicants are shortlisted on the basis of a concept note (see Annex E3b\_1) in response to Guidelines for Applicants published on the Internet (see point 6.4.2). Only the shortlisted applicants will be invited to submit a grant application form. The Regulations also state in respect of centralised, decentralised and ex- ante decision: “The prior approval of the relevant services of the European Commission must be sought for the use of a restricted call for proposals”.*

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Whilst the “two-phase” grant application procedure may, if approved, result in a longer period between the submission of concept notes and the grant award stage, this concern should be offset against the saving of time and resources by NSAs that had submitted unsuccessful concept notes.

Several interviewees commented that CSOs without regular access to the internet had found it difficult to learn of the Calls for Proposals published on the EC Delegation website. Some larger NSAs had informed smaller ones of the call. A newspaper advertisement had also been placed in an English language newspaper and an Amharic one.

The Review however noted with interest that whilst some NSAs referred to a problem of visibility regarding the Calls for Proposals, other NSA interviewees indicated that there had been widespread knowledge of the Calls, even amongst CSOs outside the capital.

PSC and CTF representatives interviewed also drew attention to the special needs of, “emerging regions” such as Afar, Gambella, Somali and Beni-Shangul as few applications had been submitted from these And suggested that future Calls for Proposals would specifically consider serving these regions, however without making specific recommendations in this regard.

Of note is that the “Initial classification survey and analysis of 2006 Call for Proposals” prepared by the TAU, which analyses data regarding the applications for large grants, indicates that one NSA from each of the ‘emerging regions’ of Gambella, Benishangul-Gumuz and Somali had been short listed for a grant.

In consideration of the imminent disbursement of the large grants to NSAs the TAU’s role, responsibilities and procedures with regard to the EC Delegation for the management, monitoring and reporting on use of grant funds must be addressed. This clarification is particularly important regarding the handling of financial reports submitted by grantees and their requests for payment are handled.

Additionally, training in project and financial management, monitoring and reporting would appear desirable for the management of NSA grant awardees. In this regard, timely review, revision, incorporation of financial monitoring into the overall CSF Programme Monitoring Strategy that was drafted by a CSF external consultant and implementation, further discussed in section 4.1.5 below, will be appropriate.

Further review of the TAU functions in relation to the grant award process indicates providing NSA applicants with information and advice during the Call for Proposals is a major component of the TAUs tasks. However, it was noted that TAU senior management also had served as Assessors in reviewing the grant proposals that were subsequently submitted to the Programme Evaluation Committee. This last function is not required by the CSF Financing Proposal, Financing Agreement or TAU Terms of Reference. It appears advisable, for reasons of transparency, to assign responsibility for such assessment of the proposals themselves to others, such as external consultants on short-term contracts

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## *4.1.5 Assess the adequacy of the proposed performance measurement (reporting, monitoring review and evaluation) and accountability system*

The draft CSF Programme Monitoring Strategy proposes an integrated approach to data collection and analysis to enable a broad assessment of project performance. The data sources for the monitoring system includes Federal and regional government reports, media coverage and TAU and NSA grantee reports to measure project implementation against the Logical Framework, and to provide regularly updated reports.

The Monitoring strategy also recommends the use of NSAs, in particular local NGOs or CBOs, as external service providers to collate data from government and media sources. This will enable monitoring changes in official policy and in the media perception of the CSF programme. The approach is innovative and broadens the base of information sources beyond the usual ones of government agencies reports and those of the donor and grant recipient.

Employing local NGOs and ‘non-traditional’ data sources would also enable validating the logical framework indicators currently used, and identifying alternatives. The programme addresses the question of achieving widespread, enduring and measurable change in attitudes and behaviours in society. It is therefore particularly important to identify appropriate indicators to monitor incremental changes over time, as occurs for instance in “empowerment projects”.

The proposed performance measurement system does not however indicate how financial and budget implementation data will be integrated into the overall monitoring scheme. The absence of such financial monitoring data will affect the overall usefulness of the monitoring system. Evaluating the efficiency and effectiveness of the different implementation strategies would be difficult if not impossible. Priority should be given to further developing and implementing the programme monitoring strategy

Implementation of an integrated monitoring strategy and its inclusion into the TAU work programme will require a significant increase in the resources and the duties of the TAU to supervise collate and analyse the reporting by the NSA partners. This would include a Monitoring and Evaluation professional on a full time basis, a data processing staff member and a budget allocation to monitor current programme activities and those resulting from future Calls for Proposals.

## *4.1.6 Assess project management and coordination arrangements and the extent to which timely and appropriate decisions are being made to support effective implementation and problem resolution (for all stakeholders i.e. EC delegation, TAU, NSA, and Government.*

Overall policy-setting and review of the CSF is the responsibility of the PSC. The EC Delegation, as Contracting Authority has responsibility for operational and financial management of the CSF, including, monitoring, review, contracting and payment. The TAU is responsible for day to day project implementation and coordination activities, and reports to the Delegation.

The PSC has provided an effective forum for discussion and decision-taking regarding operational problems and for identifying potential bottlenecks. It has proven proactive in

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regard to programme implementation and has already called seven meetings in the first year of programme implementation. CTF meetings have also served as platforms to address specific problems arising during programme implementation.

An area requiring particular attention relates to defining the roles, responsibilities and procedures for the TAU to support the Delegation regarding the management and monitoring of NSA large grant projects. The TAU's duties and responsibilities for physical and financial monitoring of NSA performance, oversight and supervision of project financial management and responsibility for administrative tasks, such as managing NSA payment requests, should be set out.

4.1.7 *Assess functions, activities and operation of the TAU. Review the composition of the staff of the TAU in view of the bestowed work load (staff composition i.e. permanent Vs temporary) and the budget of the unit in relation to the different tasks bestowed on it such as visibility, communication, administration, and training/outreach work*

The functions of the TAU are to support the NSA sector to participate effectively in the development and democratisation process, improve coordination and networking between NSAs; to train NSAs to plan and execute programmes that promote good governance; to encourage open dialogue between government and stakeholders and to participate in the definition of an overall strategy for greater NSA involvement in the development process, democratisation and good governance, discussed in section 4.1.1 above.

The tasks of the TAU include, but are not limited to, the following:

- Responsibility by the EC Delegation for the day to day administration of the CSF programme, including accounting and contract implementation, annual work and expenditure plans, financial and activity reporting, project monitoring and evaluation throughout the country; preparation and administration of Calls for Proposals, drawing up of grant contracts for signature by the EC and supervision – monitoring of project implementation. The TAU also provides policy advice to the EC Delegation in respect to the Civil Society sector in Ethiopia
- The TAU also must contribute to improved NSA dialogue with their constituencies, with the Government and with the EC Delegation. As Secretary of the PSC it prepares Minutes of the meetings and monitors and advises NSAs regarding the CSF, both during field monitoring missions, Calls for Proposals and by operating a “walk-in” advisory service at its office.
- The TAU also has responsibility for organising training events and for liaison with the Cotonou Task force secretariat.

During 2006, the main activities undertaken by the TAU included:

- Preparation and launching of Calls for Proposals for two small grant awards with a total value of €2,590 and two large grants with a total value of €2,400,000.
- Conducting eight CSO consultations and training workshops in preparation of the Call for Proposals for large grants in 7 Regions and in Addis Ababa. A total of 583 CSOs were served during two-day training sessions.

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- Offering an information and advisory service for NSA during the Calls for Proposals.
- Preparation of project support materials and programmes including a Gender Mainstreaming Manual Handbook and a Programme Monitoring Strategy
- Monitoring of implementation of small grant projects
- Participation at Secretary PSC meetings, meetings with EC and support for Cotonou Task Force meetings

During 2007, the TAU will be required to increase their outreach activities to monitor, support and advise the 11 successful NSA grant awardees under the large grants scheme and to the more than 40 CSOs that are consortia members of the different NSA grant awardees. .

TAU Staff resources comprise 2 full time professionals, contract office manager and accountant/finance officer, a short term expert and 2 support staff. In view of the increased emphasis on project monitoring as NSA projects begin operations, the TAU will require additional professional and technical resources for Monitoring and Evaluation, database management on a full time basis, and support staff.

The inadequate TAU budget allocation for programme visibility and information activities was cited to the Mission as an operational constraint. The overall amount assigned for this item was €5,000. However, as a result of the expenses resulting from information and publicity for Calls for Proposals, etc., there is approximately some €1,000 left unspent. In view of the ongoing information and visibility requirement for the remainder of phase 1 of the programme, including the launch of a new Call for Proposals in 2007, additional funds for visibility and information are necessary.

#### *4.1.8 Assess stakeholders' (EC delegation, TAU, NSA, Government) participation, opportunities and challenges faced in the course of the project implementation, level of local ownership and project management.*

Data from interviews with representatives of all the three main project stakeholders, Government, NSA and the EC, indicate that the collaborative and consensus-building processes that result from the joint consultation and the tripartite PSC decision making process have enabled overcoming the polarisation that often characterise the relations between civil society and government in other contexts. One NSA representative emphasised that, whereas both Civil Society representatives and government officials are now both accustomed to dialogue with donors, there is normally much less direct communication between the two. The PSC therefore provides a privileged forum in which NSAs and Government can freely communicate with each other. The minutes of earlier PSC meetings for example points to a high degree of participation by all members. This impression was confirmed by the Mission's experience of attending one.

During the first year of programme implementation, the CSF programme has principally focused on creating the tripartite management and consultative structures to initiate dialogue and shared decision taking. In this period, the Calls for Proposals excepted, there has been relatively little interaction between CSP and NSA beneficiaries or the final beneficiaries of the project.

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The schema given in Table No 7 on the following page therefore indicates some of the broad challenges, and corresponding opportunities for the different CSF stakeholders in the coming period of project implementation.

**Table 7 Opportunities and Challenges in the course of project implementation**

Institution	Challenges	Opportunities
Government	To associate Civil Society with the national development process	To re-establish regular dialogue with Civil Society.
EC	To meaningfully communicate with a “second tier” of NSA directly involved in project implementation	To monitor the process of dialogue and consensus building at woreda and grass root level.
PSC	To sustain, consolidate and promote the model of dialogue and joint decision taking by civil society and government representatives of the PSC independently of policy changes	To serve as a reference in the development of dialogue and consultative decision making between civil society and regional and local authorities
NSA	To develop consensus within civil society to enable dialogue with government	To develop a common platform within civil society for dialogue with government
TAU	To adequately provide the broad range of services required by stakeholders (EC, PSC, NSAs, beneficiaries)	To develop operational mechanisms to associate local NSAs in project monitoring and providing advisory services to project beneficiaries.

Interviews with government and NSA representatives indicate a strong sense of identification and involvement with CSF. Several NSA members specifically mentioned the recently-equipped “Secretariat” of the Cotonou Task Force (which recently received a small grant for office equipment and professional staff to operate as an information and documentation service to CSOs), as a collective asset that provides material proof of the Cotonou process. One NSA representative stated that this documentation centre would directly contribute to the sustainability of the CTF.

In terms of overall CSF involvement in programme management by its stakeholders, in the absence of any concrete responsibility for implementation, fund management or supervision, the links tend to reflect the personal commitment of the different participants to ensuring the success of the CSF programme process.

#### 4.1.9 Evaluate how the CSF is complementary to other donor programmes in the country.

The EC-Government of Ethiopia cooperation agreement under EDF 9 and the co-management of EDF funds distinguish the CSF from the other multilateral and bilateral donor fund for governance and capacity building. Whilst EU – ACP cooperation is based on an overarching partnership agreement, the other bilateral and international governance and human rights projects are effectively donor-managed. As a consequence, such initiatives are subject to the same diplomatic conditionality as the other projects and programmes of the bilateral assistance programme.

Representatives of donor organisations, NSA members and MOFED officials familiar with the CSF programme all remark on CSF’s innovative tripartite approach in supporting capacity building and governance projects. The CSF programme is also unique among the donor funded Civil Society programmes in that “capacity building” is funded as a stand-alone project objective.

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The co-decision and co-management nature of EDF funding procedures are, however, sometimes insufficiently understood. As the EC Delegation was designated the CSF Contracting Authority, NSA interviewees and donor representatives at times assume that the CSF funding procedures resembled those of bilaterally-managed funds for governance and human rights issues. The project visibility strategy must provide information regarding the procedures of EDF funding.

During 2006, two EC funded Civil Society and human rights programmes were implemented in Ethiopia – the European Initiative for Democracy and Human Rights (EIDHR) which is managed from Brussels, and CSF. Both programmes launched two Calls or Proposals in 2006. As the main themes of the EIDHR programme include human rights, media, freedom of expression and democratisation, the CSF Calls for Proposals were designed to avoid overlapping with EIDHR funding priorities.

There is therefore, strictly speaking, no direct equivalence or complementarity between CSF and other donor programmes in the field of capacity building and governance. The European Initiative for Democracy and Human Rights, which also receives EC funding is however managed from Brussels, has other priorities and does not have the in-country management capacity or resources of CSF.

4.1.10 *Evaluate the achievements of the project so far in light of the overall programme objectives. How the project is contributing towards the formulation of other Civil Society programmes with the wider donor community.*

Some donor organisations interviewed expressed a keen interest in incorporating some of project priorities set out by CSF into their programmes. However, as discussed in 4.1.9 above, the project support available for governance and human rights issues is generally for shorter periods than with CSF. Additionally, the grant allocation procedures are project oriented, and rarely process oriented. In addition, such funds are usually donor-managed, and the availability of funding is often conditional upon the status of the prevailing diplomatic relationship between the donor agency and the authorities.

As there has been no substantial programme implementation under CSF, it is too early to judge whether CSF actually contributes directly to the project formulation process or priorities of other donors other than in stimulating an interest in the Programme's approach.

4.1.11 *Assess the adequacy of the EC support to the Civil Society Sector against the greater demand generated by the project.*

As the results of the CSF large grant competition were not published during fieldwork stage of the assignment, the MTR had no access to official data in respect to the outcome of the competition. All data cited are drawn from the briefing note prepared circulated by the TAU "Initial Classification Survey and Analysis of 2006 Call for Proposals".

In terms of grant support to the Civil Society Sector, four Calls for Proposals, for two small and two large grants respectively were launched in 2006. The overall grant amount was €500,000; €100,000 for small grants and €400,000 for large ones. A total of 19 NSAs applied for the small grant award, of which 7 (38 percent) were successful

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The ceiling for large grants Calls for Proposals was set between €100,000 and €50,000. 208 applications were received. Following two rounds of screening, the 57 remaining applicants were reduced to a short list of 12, of which 11 CSOs are considered eligible. An application therefore had a 6 percent chance of success.

In view of the total grant amount (€4,400,000), the number of short listed candidates (11) and the upper limit set for individual grants (€50,000), it would appear that applications generally aimed for the higher grant limit. Short listed candidates mainly bid in consortium with other CSOs; in all the grant awards will serve over 50 CSOs. This corresponds on average to a grant size of approximately €48,000 per partner.

These data suggest that forming a consortium of NSAs to jointly submit a grant application to CSF is a workable alternative to individual applications. Additionally, the NSA members jointly submitting a successful grant proposal are required to share responsibility for project implementation, financial reporting and monitoring within the consortium. This will in turn stimulate demand for TAU support in training NSAs in project monitoring and reporting.

Unless there inherent legal or operational difficulties prevent CSOs from forming partnerships and bidding together as consortia, the consortium approach would generally allow CSF to provide greater coverage to beneficiaries as the collaborating CSOs often serve different constituencies. This in turn would indirectly contribute to matching the proportion of the grant allocated to each collaborating CSO as the allocation would in general reflect the operational capacity of the each NSA member of the consortium.

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## 5. CONCLUSIONS AND LESSONS

Following implementation of the Mid Term Evaluation of the Civil Society, Fund which had been structured on the basis of the 11 evaluative questions set out among the specific objectives set for the Review, the mission came to the conclusions given below. These conclusions should however be viewed in their right context in that the project is in its first year of implementation and that no large grants have yet been made.

The Terms of Reference of the Mid Term Evaluation set out 12 specific objectives for the assignment. 11 of these are formulated as Evaluative questions and refer to the broad thematic areas of Programme Design, Procedures, Management and Outcomes. The Mission's conclusions are therefore presented in the same sequence as the evaluative questions.

5.1 With regard to the continuing validity of the initial project and to whether implementation was consistent with EC policy and programme framework, and with the financing proposal, the mission concluded that:

- All interviewees concurred that the objectives that had been set for the programme at inception are still valid.
- However, no overall strategy had yet been developed by the programme for the involvement of NSAs in the development process as relations between the authorities and Civil Society have changed following recent events.

5.2 With respect to the coherence of objectives and defined indicative activities to achieve project outputs, the Mission concluded that:

- The Goal and Purpose of the project logical framework are clear and coherent. However, the appropriateness of indicators and the means of verification must be validated in the course of project implementation.

5.3 Regarding the relationship of project results with the resources available and the composition of the budget by cost categories, the Mission concluded that:

- As only two small grants with a total value of €2,590 had been made to date, no relationship could yet be established between disbursements and its effect.
- The breakdown of budget cost headings between grants (77%), Technical Assistance (20%), Evaluations (1%) and Audit (2%) compare favourably with those of other donors active in the same sector.

5.4 With respect to the procedures and processes for grant management under the CSF, the Mission found that:

- Despite training provided to NSAs to prepare them to apply for project funding, the process of inter-NSA cooperation underlying joint applications for the large grants scheme appeared at times misunderstood. Some networks even appeared to have weakened their bonds as member associations within them competed against one another.
- Grant application procedures should be reviewed and, if appropriate, changed to enable using the restricted call procedures.

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- The role, responsibilities and procedures of the TAU in the management, monitoring and reporting on use of grant funds with regard to the EC Delegation must urgently be addressed.
  - NSA grant awardees must urgently receive training in project and financial management, monitoring and reporting
  - The TAU budget allocation for visibility and information (€5,000) is a constraint and additional funds are required to provide adequate project visibility.
  - There is no clear separation of functions within the TAU. The TAU is open for advice to NSA grant applicants during Calls for Proposals. At the same time, senior TAU management staff work as assessors in the grant application review process which may be counterproductive.
- 5.5 In consideration of the adequacy of the proposed project performance measurement system, the Mission concluded that:
- The draft monitoring strategy that proposes to use outside agencies, possibly local NSAs, to collate data was innovative, using non-traditional data sources to verify project implementation. This approach might also allow identifying and developing more appropriate process indicators to measure programme impact. There is however an urgent need to incorporate financial and budget implementation data into the monitoring strategy, and a pressing need to launch the integrated monitoring system as soon as possible.
- 5.6 In respect of project and coordination mechanisms and the timeliness of decision making and problem resolution processes of the project management system, the Mission concluded that:
- An successful and operational consultative and decision-making forum and procedures had been established through the PSC. However, as no major projects have been implemented, it is too early to comment on the consistency of the decision-taking and problem resolution processes mentioned in a real world operational context.
- 5.7 Regarding the functions, activities and operation of the TAU, its staff composition, workload and the budget allocated to it the Mission concluded that:
- The TAU serves a range of stakeholders that include the EC, PSC, CTF, and individual NSAs. Its responsibilities will increase with the implementation of projects, particularly in project monitoring and evaluation, requiring an increase in staff resources. Recruitment of a full time professional M&E staff member and support staff will significantly increase the TAU's responsive capability.
  - The TAU budget allocation for visibility and information is insufficient to the demand for such services, particularly in view of the forthcoming Calls for Proposals, and must be increased.
- 5.8 With regard to stakeholder' participation, level of local ownership and project management, and the opportunities and challenges faced during project implementation, the Mission concluded that:
- The tripartite Project Steering committee and the consultative decision-taking process indicated the very high existing levels of participation, ownership and participative management that have emerged under CSF.

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- NSAs express a strong sense identification and involvement with the CSF Secretariat. Further support to enable the CTF Secretariat to serve as established information service for NSA regarding CSF would further strengthen the links between the CSF and NSA.
- 5.9 Regarding the complementary of CSF to other donor programmes in the country the Mission concluded that:
- The institutional, organisational, operational and funding context of the CSF programme was significantly different from that of other donor funded projects in the same sector. However, as no CSF projects have yet been implemented, it is too early to observe possible complementarity between the different approaches.
- 5.10 In respect of the achievements of the project in respect of the overall programme objective and its contribution to the formulation of other Civil Society programmes, the Mission concluded that:
- As there are no significant CSF-funded projects so far implemented, it is too early to evaluate its achievements or its contribution to the formulation of other Civil Society projects.
- 5.11 Regarding the adequacy of the EC support to the Civil Society Sector against the greater demand generated by the project the Mission concluded that :
- The programme made available significant resources to the Civil Society sector
  - The joint grant application procedure by consortia, foreseen in the original project design, appears an effective means to match resources with NSA capacity.
  - Inducing widespread, enduring and measurable change in attitudes and behaviours through the project is knowledge intensive and not means intensive.

Finally, the Mission concludes that considering the consultative, democratic dialogue and joint decision-making structures and procedures between Civil Society and Government through CSF, continuing CSF activities will contribute significantly to achieving good governance, democratisation and the rule of law and women's empowerment in Ethiopia.

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## 6. RECOMMENDATIONS

Regarding a second phase of CSF programme implementation:

**It is recommended that a second phase of CSF Programme implementation is approved.**

Regarding the coherence of objectives and defined indicative activities to achieve project outputs:

**It is recommended that the coherence of project objectives and activities be regularly reviewed together with the project Logical Framework.**

Regarding procedures and processes for grant management:

**It is recommended that the grant application procedures are reviewed and, if appropriate, changed in accordance with the regulations.**

Regarding the role, responsibilities and procedures of the TAU in the management, monitoring and reporting on use of grant funds with regard to the EC Delegation must urgently be addressed:

**It is recommended that the role, responsibilities and procedures of the TAU in respect of grant fund management be established.**

Regarding training for NSA grant awardees in project and financial management, monitoring and reporting:

**It is recommended that a training plan be developed and grant awardees receive training in grant management monitoring and reporting.**

Regarding participation of senior TAU management staff as assessors in the grant application review process:

**It is recommended that external consultants are recruited as assessors in the grant application review process.**

Regarding the CSF monitoring strategy approach and incorporation of financial and budget implementation data into the monitoring system:

**It is recommended that priority is given to finalising and implementing the CSF integrated monitoring strategy. Financial and budget monitoring should be incorporated into the overall monitoring strategy.**

Regarding the functions, activities and operation of the TAU, its staff composition, workload and the budget allocated to it the Mission concluded that:

**It is recommended that an additional TAU professional staff member be recruited with particular reference to monitoring and evaluation requirements.**

# Berenschot

Regarding the TAU budget allocation for visibility and information which is insufficient for such services as publicising the forthcoming Call for Proposals and therefore must be increased:

**It is recommended that the TAU budget allocation for visibility and information is increased.**

Regarding stakeholder' participation, local ownership in respect of the Cotonou Task Force Secretariat:

**It is recommended that an allocation is made for the Cotonou Task Force Secretariat specifically to support its information and advisory capacity for NSA.**

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## 7. ANNEXES

### ANNEX 1 PEOPLE MET

NAME	TITLE	ORGANISATION
Irene Mingasson	Governance and Civil Society	EC Delegation in Ethiopia
Epko Haitisma	Attaché - Contracts Manager	EC Delegation in Ethiopia
Nicola Delacroix	Head of Cooperation	EC Delegation in Ethiopia
Robert Hendricks	Consultant	EC Brussels
Gitnec Assefa	Programme Manage	TAU
Jennifer Tangney	Deputy Programme Manager	TAU
Kebour Ghennna	President	Initiative Africa
Getahum Tafasse	Advisor	Ethiopia – Canada Cooperation – CIDA
Eshatu Bekela	Co-Chair CTF	PANE
Timnit Abraha	Co-chair CTF	Inter Africa Group
Adeye Befecadu	Programme Officer Civil Society Cooperation	Embassy of Sweden - SIDA
Belachew Beyene	Assistant NAO	Ministry of Finance and Economic Development MOFED
Mesfin Tilahun	EC Development Cooperation Programme Desk	Project Coordination Office MOFED
Getinet Assefa	Programme Manager	TAU
Mohamed Gelma	Programme Manger	Oromo Development Association
Yibrah Hagos	Liaison officer	REST Relief Society of Tigray
Amanuelworque Abebe	Executive Director	Organization For Forced Migrants - AARDR
Mulu Gared	Foreign Relation Division Head	Confederation of Ethiopian Trade Unions
Susanne Hansen	Programme Coordination DAG Secretariat	United Nations Development Program (UNDP)
Fekadu Teferra	Programme Coordinator	UNDP
Saba Gebre Medhin	Director	Network of Ethiopian Women's Associations

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NAME	TITLE	ORGANISATION
		(NEWA)
Yabowerk Haile	Programme Manager	ACORD/ Ethiopia
Yodit Shibru	Programme Manager	Institute on Governance and Innovative Leadership
Regassa Aboma	Head, Membership and Networking	Christian Relief and Development Association (CRDA)
Semira Alhadi	D/Executive Director/Programme	Christian Relief and Development Association (CRDA)
Cathal Gilbert	Programme officer	TAU
Tezera Getahun	Executive Director	Pastoralist Forum Ethiopia
Mandy Woodhouse	Country Programme Manager	Oxfam
Zebider Zewdie (Sr.)	Executive Director	Mary Joy Aid Through Development
Maerg Gebremariam	Technical Assistant	Contonou Task Force (Secretariat)
Christopher Conrad	Country Director	Save the Children Fund
Workneh Denechew	Conference facilitator	WORKOD Consults

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## ANNEX 2 LIST OF DOCUMENTS CONSULTED

AUTHOR	REFERENCE & DATE
ACP	A users Guide for Non State Actors – ECPDM, 2003
ACP – EU Courier	ACP – EU Partnership Agreement signed in Cotonou on 23 June 2000; The Courier, September 2000, Special Issue Cotonou Agreement
Africa Peace Forum, Inter Africa Group, Saferworld	Developing Ethiopian civil Society engagement in the Cotonou Agreement November 2003
Africa Peace Forum, Inter Africa Group, Saferworld	Cotonou mid term reviews – a lost opportunity for peace and development, February 2005
CSF	Workplan for Budget Line 1 – CSF Grants January 2006 – December 2006
CSF	Workplan for Budget Line 1 – CSF Grants January 2007 – December 2006
CSF	Workplan for Budget Line 1 – CSF Grants January 2007 – December 2007
CSF	Information on the Calls for Proposals January 2007 – December 2008
CSF	Initial Classification Survey and Analysis of 2006 Call for Proposals
CSF	Programme Monitoring Review
CSF	Logical Framework (author?)
CSF	Logical Framework - (informal) Revision -
CSF	Minutes of Programme Steering Committee, March 9, 2006
CSF	Minutes of Programme Steering Committee, April 11, 2006
CSF	Minutes of Programme Steering Committee, April 20, 2006
CSF	Minutes of Programme Steering Committee, May 3, 2006
CSF	CSF System for Small Grants 2006
CSF	Proposed Recipient Organisations Pre-Award Review questionnaire
CSF	An update on the Activities of Non State Actors for the EC Civil Society Fund, Addis Ababa, December 2006
CSF - CRDA	CSO Consultation Worksop Schedule – June – July 2006
CSF	Consultation Workshop for Civil Society Organisations 2006
CSF	Strengthening Service Delivery in the Governance 2006
CSF	Gender Programming 2006

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AUTHOR	REFERENCE & DATE
CSF	Strengthening Service Delivery in the Governance Sector 2006
CSF Cotonou Task Force	Non State Actors and Cotonou Agreement in Ethiopia (n/d)
CSF Cotonou Task Force	Minutes of the Cotonou Task Force meeting with the EC and Ethiopian Government called to discuss the Country Strategy Paper and NIP Joint Response Strategy 2008 – 2013, 12 December 2006
CSF Cotonou Task Force	Minutes The Cotonou Taskforce meeting with the European Commission on the Joint Annual Report, January 30, 2007
EC	Ethiopia2004 Mid Term Review Conclusions
EC	Ethiopia Country Strategy Paper and Indicative Programme 2002-2007
EC	Financing Agreement between the European Commission and the Democratic Republic of Ethiopia – Civil Society Fund – Support to non state actors (ET/7028-000) EDF IX
EC	Notes on EC/NSA (CTF) meeting on Country Strategy Paper and NIP 2008-2013, 28 September 2006
EC	Cotonou Dialogue Minutes of meeting with CTF o, preparation of NIP 2008-2013 5(EDF) 14 July 2006
EC	Guidelines on Principle and Good Practices for the Participation of Non State Actors in the development dialogues and consultations. DG Development. November
EC	PRAG 2006
EC	Minutes of the EC/NSA – CTF meeting on the Country Strategy Paper and NIP Joint Response Strategy 2008-2013. 12 December 2006
EC	Notes on EC/NSA (CTF) meeting on CSP and NIP 2008-2013, 28 September 2006
EC	Minutes of EC/NSA CTF meeting on CSP and NIP Joint Response Strategy 2008-2013, 12 December 2006
EC – Ministry of Capacity Building	Mapping non State Actors in Ethiopia – 2004
EC Delegation	EC CSF Webpage (printout)
EC	Guidelines for grant applicants Small Grants 2006 - download
EC	Concept Note Evaluation Grid Call for Proposals : EC Civil Society Fund 2006 (download)
HRW	Rural communities in Oromia, Human Rights Watch, May 2003 (webpage download)
ICRAF - RELMA	Farmers Organizations in Ethiopia, RELMA Regional Workshop on Strengthening Farmers Cooperation in Eastern and Southern Africa, Lilongwe, Malawi

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AUTHOR	REFERENCE & DATE
ICNL	Ethiopia: Civil Society Law and Community Based Organizations Global Forum,
Paulos Akalu	The Ethiopian Civil society phenomenon : The prospects for Democratic Governance, Ottawa, August 2005
PSC	Minutes of PSC meeting – March 9, 2006
PSC	Minutes of 2 <sup>nd</sup> PSC meeting – 11 April 2006
PSC	Minutes of 3 <sup>rd</sup> PSC meeting – 20 April 2006
PSC	Minutes of 4 <sup>th</sup> PSC Meeting – 3 May 2006
PSC	Minutes of 5 <sup>th</sup> PSC meeting July 10, 2006
PSC	Minutes of 6 <sup>th</sup> PSC meeting , November 28, 2006
T Silkin et. al.	Review of donor engagement with civil society in Ethiopia, Final Report, 2005, SIDA
TAU	EU 6 Ethiopia Civil Society Fund Project Monitoring Strategy (Draft)
TAU	Inception Report 2006
TAU	Quarterly Report No 2 April – June 2006
TAU	Quarterly Narrative Report (3rd Quarter) July- September 2006
TAU	Logical Framework for Ethiopian Civil Society Fund (draft)
TAU	Logical Framework for Ethiopian Civil Society Fund (draft revision)
TAU	CTF meeting with EC and GOE on the Joint Annual Report, 14 March 2006
TAU	Initial Classification Survey and Analysis of 2006 Call for Proposals. January 2006
World Bank	Ethiopia Civil Society Capacity Building Project (CSCBP) WB website
World Bank INTRAC	Capacity Building in Ethiopia to Strengthen the Participation of Citizens Associations in Development : A study of the organisational Associations of Citizens 28 June 2004 (WB website download)

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## ANNEX 3 QUESTIONNAIRES

### EC Civil Society Fund in Ethiopia: Questionnaire 1

#### QUESTIONNAIRE FOR DONORS

#### 1. IDENTITY

#### 2. CIVIL SOCIETY PROJECTS

- What is the main focus of the Civil Society programmes supported?  
*Capacity building*  
*Conflict prevention*  
*Democratisation*  
*Promotion of human rights and the rule of law*  
*Women's empowerment*  
*Other*
- Location of programme (area-based; multi-location, national...)
- How are these projects implemented?  
*Direct assistance: Grant Fund, Budgetary Aid, Projects?*  
*Indirect: Decentralised cooperation; support for NGOs and "not-for profit"*  
*Source of funds?*

#### 3. POLICY DIALOGUE (SO 1)

- Are there significant changes in policy dialogue between Civil Society and the Government, and between Civil Society organisations in the period 2004 – 2007?
- Is there now more scope for CSO participation in public affairs?
- Has this affected your Civil Society programmes?

#### 4. STAKEHOLDER PARTICIPATION (SO 4)

- How are Civil Society projects selected and designed?
- Who has responsibility for project design?
- Which partners are consulted in the design process?  
*Government*  
*Civil Society organisations*  
*Other stakeholders*
- How are projects implemented and managed.

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- How are projects monitored and evaluated?
- What are the direct benefits of CS project support?  
*Indirect benefits?*
- What are the main challenges to supporting CS projects?
- How is project impact assessed?
- How is sustainability incorporated into project design and implementation?
- How do stakeholders acquire “ownership” of the project?

5. CONSISTENCY OF THE EXPECTED RESULTS WITH THE RESOURCE/COST BUDGET. (SO<sub>3</sub>)

- At the project design phase, does your organisation use a fixed ratio between the different cost categories in the budget? Example?
- Has this given satisfactory results in Ethiopia?
- Are there alternatives?

6. IMPACT OF CSF ON FORMULATION OF DONOR-FUNDED CIVIL SOCIETY PROGRAMMES. (SO<sub>10</sub>)

- Is there an institutional relationship between your CS programme and CSF?
- How is information regarding CSF made public?
- In your view, do CSF initiatives, procedures or results set standards or establish “good practice” for donors?
- Is this relevant to your own operations?
- Will your organisation incorporate these lessons learnt in the design of your organisation's own new CS programmes?
- In your view, are other donors sufficiently aware of CSF?

7. CSF COMPLEMENTARITY WITH OTHER DONOR PROGRAMMES (SO<sub>8</sub>)

- Does the CSF complement other donor programmes in the area of CS?
- Does the CSF impede any donor initiatives regarding CS projects?

8. ADEQUACY OF EC SUPPORT TO CIVIL SOCIETY (SO<sub>11</sub>)

- Does EC support to CSF sufficiently meet the requirements of Civil Society Organisations? What are alternatives?

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## EC Civil Society Fund in Ethiopia : Questionnaire 2

### QUESTIONNAIRE FOR GOVERNMENT, EC, NSAs

o. Identity of Interviewee

1. RELEVANCE OF THE OBJECTIVES INITIALLY SET OUT FOR CSF (SO1)

- Are the objectives set out for CSF still valid today?
- What are the main changes?
- How can CSF policy and operations best adapt to these changes?

2. CONSISTENCY OF PROJECT OUTPUTS WITH EC POLICY AND THE FINANCING AGREEMENT (SO1)

- Is CSF providing the expected outputs?
- Is CSF achieving its objectives on time?
- Are CSF procedures and progress in accordance with the Financing Agreement?
- Is CSF implementation and procedures consistent with the EC policy and programme framework?

3. CSF PROJECT MANAGEMENT, COORDINATION ARRANGEMENTS AND DECISION TAKING PROCEDURES (SO5)

- What are the advantages of the CSF tripartite management arrangements?
- Are there drawbacks to this arrangement?
- Is the project being implemented according to schedule?
- How can this be overcome?
- Are decisions taken on a timely and effective basis?
- How can timely decision-taking be ensured?

4. CONTRIBUTION OF THE TAU TO CSF OPERATIONS (SO6)

- How does the Technical Assistance Unit contribute to implementing CSF?
- Are TAU resources adequate to meet the demand?
- In which are key areas can TAU's capability be strengthened?

5. STAKEHOLDER PARTICIPATION (SO 4)

- In which CSF activities do you take part?
- What proportion of your time is given to CSF?
- What are the opportunities resulting from working on CSF?
- What are the main challenges that face CSF implementation?
- Who benefits from CSF?

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- Is CSF relevant for Ethiopia?
- How can one contribute more to CSF operations?

## 6. CSF COMPLEMENTARITY WITH OTHER DONOR PROGRAMMES (SO8)

- Does the CSF complement other donor programmes in the area of supporting Civil Society?
- Does CSF affect hinder other donor from being active in this area?
- Can CSF and other donors coordinate their own programmes to benefit Civil Society?

## 7. CSF CONTRIBUTION TO THE WIDER PROJECT OBJECTIVE AND IMPACT OF CSF ON DONOR-FUNDED CIVIL SOCIETY PROGRAMMES. (SO10)

- Has CSF, since implementation, significantly contributed to enabling NSAs to contribute to the national development process?
- Has CSF facilitated dialogue between NSAs?
- Has CSF implementation influenced the priorities, implementation or procedures of Civil Society programmes funded by other donors?

## 8. ADEQUACY OF EC SUPPORT TO THE CIVIL SOCIETY SECTOR IN RELATION TO OVERALL DEMAND? (SO11)

- Does EC support to Civil Society in Ethiopia through CSF have a wider impact beyond its focal themes?
- What are the direct, and indirect, consequences of the CSF Call for Proposals?
- Did significant gaps emerge in regard to funding available for priority Civil Society activities during screening?
- How can these be met?
- Can overall EC support for Civil Society development in Ethiopia be made more effective?

## 9. RECOMMENDATIONS FOR PHASE 2 of CSF? (SO12)

- What operational changes would you recommend when planning Phase 2 of the CSF to improve EC support to Civil Society? (Management arrangements, financial arrangements....)
- What policy changes would you recommend when planning Phase 2 of the CSF to improve EC support to the Civil Society sector? (Objectives....)

## QUESTIONNAIRE FOR KEY INFORMANTS

o. Identity

1. RELEVANCE OF THE OBJECTIVES INITIALLY SET OUT FOR CSF (SO1)

- valid today?
- main changes?
- expected outputs?
- objectives on time?
- Adapt CSF policy/operations?

2. COMPLEMENTARITY WITH OTHER DONOR PROGRAMMES (SO8)

- Complements other CS donor programmes?
- Hindrance to other donors?
- Coordination with other donors on CS programmes?

3. CONTRIBUTION TO THE WIDER PROJECT OBJECTIVE/ IMPACT OF CSF ON DONOR-FUNDED CIVIL SOCIETY PROGRAMMES.(SO10)

- Contributed to NSA participation in national development?
- Indicators?
- Dialogue between NSAs?
- CSF implementation influenced other donor CS programmes?

4. ADEQUACY OF EC SUPPORT TO THE CS SECTOR IN RELATION TO OVERALL DEMAND? (SO11)

- Has CSF wider impact beyond its focal themes?
- Consequences direct/indirect of the CSF Call for Proposals?
- Significant gaps in support for CS activities during screening?
- How can these be met?
- Can EC support for Civil Society development be made more effective?

5. RECOMMENDATIONS FOR PHASE 2 of CSF? (SO12)

- Operational changes when planning CSF Phase 2? (Management arrangements, financial arrangements....)
- Policy changes would you recommend when planning Phase 2 of the CSF for improved EC support to CS? (Objectives....)

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## ANNEX 4 PROFILES OF NON STATE ACTORS CONSULTED

- Cotonou Task Force (CTF)

The Cotonou Task Force in Ethiopia owes its origins to a consultation meeting in 2003 in Addis Ababa of the EC Delegation, MOFED and representatives of Ethiopian NGOs to form a Task Force team to ensure the effective participation of Non State Actors (NSA) in the framework of the Cotonou Agreement. In November 2003 a 9-member Task Force team was charged with organising a national meeting in 2004 to inform the CSO community in Ethiopia of the Cotonou convention, to initiate dialogue with the EC Delegation and the NAO and to establish a permanent NSA structure.

Following the General Assembly in 2004, the Terms of Reference and a Plan of Action of the Cotonou Task Force were drafted. The objective of the CTF is to ensure the effective participation of NSAs in the Cotonou Agreement. The objectives of the CTF include creation of a forum for NSAs, NSA capacity building, dialogue with EU and the Government, represent NSAs with regard to Cotonou, mobilise resources and coordinate the role of NSAs in programme implementation, appraisal and review.

The CTF is charged with creating a document Centre as an information service for members.

The organisational structure of the CTF comprises:

- A General Assembly that elects the members of the CTF and to which the CTF reports biannually;
- A CTF committee comprising a Chair, Deputy Chair and a Secretary.
- The Task Force can constitute sub-groups comprising members of the CTF or from other NSAs.
- The CTF states stipulate that the Committee will meet fortnightly or monthly.
- The CTF secretariat employees specialist technical staff

CTF Secretariat - information ad documentation centre. A grant of €10,000 was accorded in 2006 to implement the Cotonou Task Force Secretariat with staff and office equipment, thereby providing an information and documentation service regarding the Cotonou Agreement and on Civil Society issues. Office space for the Secretariat was provided by an NSA, and other CTF member organisations have provided office equipment and materials.

During interviews, several NSAs made reference to the importance to the CTF of the Secretariat - documentation centre service, which, some respondents claimed contributes to the sustainability of the CTF organisation.

- ACORD

Agency for Cooperation and Research in Development - ACORD

ACORD is the operational and research arm of an international consortium of NGOs. As Euro Action ACORD, it commenced operations in supporting post-disaster recovery and development projects in Sub-Saharan Africa after the drought of 1976. At present it has become an African-based NGO with programming approaches that emphasise both Advocacy and service provision with advocacy.

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ACORD commenced operations in Ethiopia in 1995 and operates a country office in Addis Ababa. The country programme comprises five major projects: Dire Dawa Urban Development Project Gambella Pastoralist Livelihoods Support Project; Shashemene Urban Development project; Addis Ababa Community Based Organisation Support Project and Advocacy and peace-building support for Local Institutions.

ACORD is a member organisation on the Cotonou Task Force committee and the Country Director is one of four NSA representatives on the CSF Project Steering Committee.

- Pastoralist Forum Ethiopia – PFE

Pastoralist Forum Ethiopia (PFE) is an Ethiopian umbrella NGO advocating for the right of Ethiopian pastorals and represents the collective voice of its member CSOs/NGOs. The Forum envisions that concerns of pastoralists would receive the proper attention of policy-makers and addressed. The priority focus areas are:

- Policy Research Advocacy and Lobbying
- Networking and Coordination,
- Promotion of Good Governance and Practices
- Partnership and Coalition Building
- Capacity Building.

The advocacy scope of PFE ranges from local to international levels. The Forum has 24 Member NGOs.

The Forum is a legally registered organisation at the Ministry of Justice with Certificate No 1125PFE. It is a member organisation of the Cotonou Task Force.

- Mary Joy Aid through Development (MJATD)

Mary Joy Aid through Development (MJATD) was founded in 1994 with the aim to address the health needs of the community by operating a clinic in the Asko area. Over time, the organisational focus broadened to incorporate an integrated community development approach and programme. The goal of MJATD is to attain a healthy, poverty free and empowered society. The purpose of MJATD is to empower children, women and other under-served community groups through integrated development programs which focus on capacity building and participation. MJATD is active in 12 Kebeles.

The three key areas of the MJATD programme are:

- Promotion of livelihoods and support of basic services (Health and Education) to the community,
- Prevention of HIV/AIDS and care for HIV/AIDS sufferers,
- Capacity building at community and organisation level.

MJATD is registered with the Ministry of Justice (1994GC) since 1994 and has a legal agreement with DPPC. It is a Member of the Cotonou General Assembly that elects the Cotonou Task Force working group.

- Network of Ethiopian Women's Associations (NEWA)

## *Background*

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The Network of Ethiopian Women's Associations (NEWA) is a non-profit, non-governmental organization founded in October 2001 by Ethiopian Women's Lawyers Association as a Network of NGOs and associations working with women. The thirteen member organizations are: The Ethiopian Women's Lawyers Association (EWLA); The Ethiopia Media Women's Association (MWA); The young Women Christian Association (YWCA); Women in self employment (WISE); The women's Association of Tigray (WAT); Kembatti Mentti Gezzima - tope (KMG); Good Samaritan Association; Love for Children, Projynest; Women & Children Development Organization; Women Support Organization, Welfare for the Street Mothers and Children Organization. The first seven organizations listed constitute the board of NEWA.

## *Objectives*

The network's objectives include :

- To ensure that interests of women are considered in formulating laws and policies,
  - To create a forum for exchanging experiences
  - To Network and exchange experience with CSOs, government and other institutions concerned with women's issues.
  - To Monitor Ethiopia's compliance with national laws and international conventions on women's rights,
  - To ensure awareness of women's constitutional and legal rights.
- INITIATIVE AFRICA (IA)

INITIATIVE AFRICA (IA) is a not-for-profit, non-partisan organization that brings together practitioners and their organizations to improve and innovate governance and development practices in Ethiopia and in Africa. It promotes the study of public and private governance, particularly in the African context, strengthens collective empowerment, facilitates dialogue and knowledge sharing. IA undertakes a diverse range of activities, including research and analysis, professional development, advisory services, conferences and workshops.

IA professional staff report to a Board of Directors. IA's Executive Board is selected by individual Voting Members.

## *Partners*

IA's partners include: The Addis Ababa Chamber of Commerce, African Long Distance Bus Owners Association, Alem Long Distance Bus Owners Association, Confederation of Ethiopian Trade Union, Dawn of Hope, Developing the Family together, Ethiopian Employers Federation, Ethiopian Hotel Owners Association, Ethiopian Red Cross Society, Family Guidance Association of Ethiopia, Harari Women Entrepreneurs Association

## *Programmes*

IA's core programme focus on the following key areas :

- Policy Analysis and Development :

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- AIDS and Governance
- Trade and Business Development :
- Advancing Human Rights and Democracy Education for Good governance, human rights and minorities

## *Sponsors*

IA's sponsors include: Center for International Private Enterprises (CIPE); Delegation of the European Commission to Ethiopia (EU); Department for International Development (DFID); Embassy of Finland; Global Fund (GF); HIV/AIDS Prevention and Control Office (HAPCO); Office for High Commissioner for Human Rights (OHCHR); Swedish International Development Agency (SIDA); United Nations Development Programme (UNDP).

# TERMS OF REFERENCE FOR MIDTERM EVALUATION OF THE CIVIL SOCIETY FUND

## I Background

Non State Actors (NSA), particularly civil society play a key role in the development and democratisation process in Ethiopia; increasing their capacity to do so is a priority for many international donors, in particular the EC. Historically, NSAs are engaged in development activities and service provision with limited involvement in promoting political participation and democratisation, and policy dialogue. This has contributed to the limited knowledge of the overall population of their rights and obligations as citizens, and limited participation of the overwhelming majority of the population in governance.

However, the NSA sector is developing. A growing number of private organisations, foundations, associations, Non Governmental Organizations (NGOs), religious groups and Community Based Organisations (CBOs) can be identified as NSAs in Ethiopia. Most of these NSAs are involved in service delivery, and to a lesser extent in advocacy. Political polarisation another frequent feature within the sector.

Encouraging developments are emerging in the sector as evidenced by the involvement of NSAs in the consultation process of the SDPRP<sup>5</sup> and recently PASDEP<sup>6</sup>. Moreover, NSA involvement in the Cotonou dialogue on CSP and JAR are also notable progress areas. There remains however a lot more to be desired in creating a conducive environment towards fully engaging the NSAs in the policy dialogue and participation.

The legal and administrative environment in which NSAs operate in Ethiopia is quite complex, with lengthy registration procedures, inadequate provision in relation to networking and umbrella organisations formation. New provisions applicable to NSAs are expected in the near future, that will modify the environment in which they operate. In addition to drafting of legislation guidelines, the ministry of capacity building was envisaging among others building the capacity of the civil society as the major component for the national capacity building programme. Addressing its capacity building needs is another key challenge for the development of the sector.

The Civil Society Fund in Ethiopia is a joint initiative of the European Commission and the Ethiopian government implemented through a Financing Agreement under the 9<sup>th</sup> European Development Fund (EDF). The overall objective of the EC civil society fund is to promote a stable and democratic political environment through the integration of all sections of society into the mainstream of political, economic and social life. The purpose of the programme is to increase and improve NSAs dialogue with their constituency, with the Ethiopian government and amongst themselves, and also to increase NSAs capacity to play their role in the national development process. The results of the programme are intended to be:

- Increased capacity of Ethiopian NSAs to engage in the development and democratisation processes;
- Strengthened independence and self-sufficiency of NSAs
- Improved coordination and networking amongst NSAs
- More effective and efficient delivery of services in the governance area
- Greater capacity to dialogue with government and the European Commission on the implementation of Country Support Strategy as part of a more extensive and productive dialogue between NSAs and government authorities, between NSAs and their

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<sup>5</sup> Sustainable Development and Poverty Reduction Programme (SDPRP)

<sup>6</sup> Plan for Accelerated and Sustained Development to End Poverty (PASDEP)

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constituencies.

This project is designed under the framework of the EC Country Strategy Paper (CSP) for the period of 2002-2007 that stipulates, as one area of non focal sector support, capacity building for governance and civil society. The National Indicative Programme (NIP) allotted € 10 million in support of capacity building for Non State Actors (NSA). In the course of the implementation, the European Commission acts as Contracting Authority on behalf of the government of Ethiopia. Strategic management of the programme is guided by the Civil Society Fund Steering Committee, which is comprised of NSAs, the Ethiopian government and the European Commission.

The programme operates through Technical Assistance provision and grant funding to Non-State Actors (NSA) in Ethiopia. Beneficiaries will be civil society organisations in the broadest sense; the private sector is excluded.

The Fund will finance:

(1) through grants :

- capacity building activities to increase their advocacy capacity towards their constituencies, to be able to define the interests and needs of their constituencies, translate them into sector wide strategies to serve as a basis for the work of NSA and the government. Such advocacy activities could include: organising of conferences, seminars, consultations, dialogue, training of personnel, promotion of networks and umbrella organisations, training to use the media in a constructive and efficient manner, training to formulate joint sector analysis and action plans, to network with other African and international NSA to publish newsletters, publications and periodicals and to promote the Cotonou Agreement;
- projects in the specific areas of governance, conflict prevention, democratisation, human rights, rule of law and women's empowerment. The fund will also provide capacity building support which will contribute to enhancement of NSAs' capacity to provide service and implement projects.

(2) through a service contract :

- Technical Assistance to assist in the day to day management of the Fund (the grant programmes), in outreach and consultation activities with stakeholders and in particular civil society organisations, visibility and understanding of the Fund; a Technical Assistance Unit has been set up for these purposes.

The Programme is implemented in two phases. The first phase of €4,350,000 to be implemented until 2008 and a second phase of €5,650,000 expected to be implemented from 2008 to 2010 conditional to the outcome of an evaluation of the first phase.

The actual implementation of the project began with the establishment of Technical Assistance Unit in January 2006; a team of two experts, one national team leader and one expatriate staff has been recruited with additional support staff.

The grants programmes have been launched consequently, with :

- the distribution of two batches of small grants – notably in support of a number of kick-off activities of the Fund;
- the launch of a first Call for proposals (Capacity Building and Governance) mid 2006, for a total amount of € 2.5 million (between 10 and 20 grant contracts are expected to be signed at the end of 2006)
- a further Call for proposal will be launched early 2007, and a small grant distribution if required (total amount approx. €1.4million).

Given that the implementation of the programme only started in January 2006, and that a decision on the second Phase of the programme will be needed before the end of 2007, it has been

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decided to proceed with a mid-term evaluation of the programme. This will serve as an evaluation of the first phase and appraise the feasibility of a second phase (and will be completed by an end-of-term evaluation at the end of the first phase, end 2008).

This external mid-term evaluation is the subject of the present assignment.

It will focus on the overall operation of the programme including its management bodies and the tri-partite arrangements under which they have been set up, the TAU functions, and a selection of grant projects.

This evaluation will be carried out under the responsibility of the EC Delegation (Governance and Civil Society Section).

## **2 OVERALL OBJECTIVE OF THE MID-TERM EVALUATION**

The overall objective of the midterm evaluation is to provide a detailed review of the activities carried out in the first phase of the implementation of the project and appraise the feasibility of the second phase. The Commission will use the recommendations of the evaluation report as instruments to further improve the design of the second phase and improve its assistance to contribute to the development of a stable and democratic environment in Ethiopia.

## **3 Specific objectives, scope of work and detailed tasks**

This midterm evaluation is launched after one year implementation of the programme. The specific objectives that the mid term evaluation should look at include:

- Assess to what extent the objectives set at the design of the first phase of the project are still valid and assess if progress in the implementation is consistent with the EC policy/ Programme framework and the financing proposal;
- Assess if the project has a set of clear and logically coherent project objectives (Goal, purpose, outputs with SMART indicators) and a set of indicative activities for delivering project outputs and assess the validity of the logical framework over time;
- Assess the consistency of the expected results with the resource/cost budget. Specific focus should be given to assess the composition of the cost categories between Grants, technical assistance, external audits of activities, and evaluations;
- Assess stakeholders' (EC delegation, TAU, NSA, Government) participation, opportunities and challenges faced in the course of the project implementation, level of local ownership and project management;
- Assess project management and coordination arrangement and the extent to which timely and appropriate decisions are being made to support effective implementation and problem resolution (for all stakeholders i.e. EC delegation, TAU, NSA, and Government);
- Assess functions, activities and operation of the TAU. Review the composition of the staff of the TAU in view of the bestowed work load (staff composition i.e. permanent Vs temporary) and the budget of the unit in relation to the different tasks bestowed on it such as visibility, communication, administration, and training/outreach work;
- Review the EC procedures and processes for grant management under the CSF;
- Evaluate how the CSF is complementary to other donor programmes in the country;

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- Assess the adequacy of the proposed performance measurement (reporting, monitoring, review and evaluation) and accountability system;
- Evaluate the achievements of the project so far in light of the overall programme objectives. How the project is contributing towards the formulation of other Civil Society programmes with the wider donor community;
- Assess the adequacy of the EC support to the Civil Society Sector against the greater demand generated by the project;
- Provide recommendations - where necessary - for the improvement of the design of the second phase of the project (in terms of objectives, management arrangements, and financing, etc.), the adequacy, efficiency and effectiveness of EC support to the civil society sector.

## 4 METHODOLOGY

In order to evaluate the programme, the evaluation expert(s) will meet with relevant government officials (NAO), the project steering committee and representatives of the NSAs, including CSO networks, the TAU, EC delegation staff members and other donors including the civil society donor group as a whole or individual donors such as World bank, UNDP, SIDA, Irish Aid. Relevant documents should be reviewed by the evaluation team member(s). Primary and secondary data are the sources of information for the evaluation team. Data stemming from monitoring and evaluation work carried in the framework of the project will also be used.

The tasks will include preparatory work including designing checklists and questionnaires for conducting interviews and review of management and administrative records, data collection, analysis, report drafting, feedback, editing and report finalising. The preparatory work should be initiated by the in-country expert in advance of the arrival of the international expert. A field trip can be arranged to the nearest NSA site with the view of soliciting ideas on the adequacy and appropriateness of the CSF in the Ethiopian context. The expert(s) will present the findings in writing to the Commission. The expert(s) should also organise a debriefing meeting at the end of the mission to all stakeholders to solicit their feedback on the draft report. The draft report should be submitted within 10 days after the debriefing, and in any event, be presented in its final version (including comments) to the Commission no later than 28.02.2007.

## 5 Information and documentation

For the preparation of the evaluation mission, the European Commission will provide the experts with the following documentation:

- Financial Agreement
- Country Strategy Paper (CSP) and National Indicative Programme (NIP)
- Inception report of the TAU
- Quarterly TAU reports, minutes of the Steering Committee
- Annual work plans
- EC call for proposal guidelines, templates, results
- Reports/Documents of other donor civil society programmes

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## 6 Reporting

The experts will provide the European Commission Delegation with the following reports:

- (1) an “*aide-memoire*” in English at the end of the mission;
- (2) a draft report in English no later than 10 days after the end of the mission in standard (UK) English; and
- (3) a final report in English, taking into account the comments of all stakeholders (EC delegation, TAU, NSA, Government); 15 days after submission of the draft will be allocated for this. The final report should include an executive summary. The final report should include the sources of all data and material provided. It should be presented no later than 28 February 2007.

The final report should be submitted to the European Commission Delegation in 10 hard copies, including all annexes and 1 electronically readable copy. The contractor will distribute 10 hard copies of the final report by express post to the EC Delegation.

## 7 Qualification and experience of the experts

### Expert Profile:

The assignments require one or two experts.

The team leader will be an international expert will have with master’s degree in social sciences or a related field and relevant experience on leading an evaluation team for civil society programmes or other similar programmes. The expert should have a minimum of ten years experience in the development sector, particularly in terms of providing services to donors.

The second expert should be a national expert and hold a first university degree in, and relevant experience, on civil society and have a minimum of five years experience of the LFA and PCM.

Fluency and impeccable report writing ability in English are required with a good working knowledge of use of standard computer software (word processing, spreadsheets etc).

### Institutional set up

The expert(s) will work under the responsibility of the EC Delegation.

### Mission duration and timing

The mission is foreseen for January-February 2007. An indicative breakdown is given below for each expert for the assignment.

Briefing/debriefing in Addis:	2 day
In-country assignment:	12 days
Travel: Europe/Addis/Europe	2 days for the international expert
In-country travel	2 days
Report writing,	3 days
Total:	21 days

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## ANNEX 6 END NOTE

The mission was informed that on 1.03.2007, 11 grant contracts were signed with NSA in Ethiopia with respect of the award of large grants following the 2006 Call for Proposals , and was sent the table which is copied below.

The Mission however received no further information in this regard, and is therefore unable to formulate any observations regarding this data.

### Summary of Large Grants Awarded to date - (2006 Calls for Proposals – Contracts signed 1/03/2007)

	<b>Title of Project</b>	<b>Grant Recipient</b>	<b>Grant Amount (Euro)</b>
1	Women's Empowerment in Oromia Region	HUNDEE	214,794.66
2	Building Conflict Prevention Capacity in SNNPR, Benishangul-Gumuz and Addis Ababa	Initiative Africa	246,090.00
3	Women's empowerment in the Southern Region	Southern Ethiopian Peoples Development Association (SEPDA)	184,485.52
4	Support to women rights promotion in Addis Ababa, the Southern Region and Oromiya Region	ZEMA Setoch Lefitih Mahiber (formerly called Progynist)	158,992.46
5	Enhancing Rule of Law through Building the Capacity of Social Court Judges in Amhara Region	Agency for the Assistance of Refugees, Displaced and Returnees (AARDR)	230,498.92
6	Land Use information & database project in Ethiopia.	Sustainable Land Use Forum (SLUF)	189,250.58
7	Capacity Building for Research & Action against domestic violence in Ethiopia.	Oxfam GB	237,411.00
8	Support to organisational strengthening in key civil society networks with a national focus	Trócaire	224,546.20
9	Support to Iddir's role in good governance and development in Addis Ababa, Dire Dawa, Oromiya and Gambella Regions	ACORD	199,867.80
10	Building institutional capacity for enhanced impact	Forum for Social Studies	146,040.73
11	Constituency Building in 40 Dioceses and engagement in advocacy and dialogue all over Ethiopia.	Ethiopian Orthodox Church – Development and Inter-Church Aid Commission (EOC-DICAC)	230,385.52