



CSSP Results Review

A summary Report from Phase 2



ABBREVIATIONS

ACSOT	Alliance of Civil Society Organisations of Tigray
ADA	Amhara Development Association
ANPPCAN	A ssociation for N ational P lanned P rogram for Vulnerable C hildren A nd in N eed
APED	Alliance for Poverty Eradication & Development
BMDA	Bench Maji Development Association
BoFED	Bureau of Finance and Economic Development
CD	Capacity Development
ChSA	Charities and Societies Agency
CSO	Civil Society Organisation
CSSP	Civil Society Support Programme
CYWDA	Children & Youth Welfare & Development Association
DDCA	Dire Dawa Community Action Charity Association
ETB	Ethiopian Birr (Ethiopia's Currency)
FSS	Forum for Social Studies
GO	Governmental Organisation
HAD	<i>Harotessa</i> Association for Development
HEfDA	Harmee Education for Development Association
HIAC	Harari <i>Idirs</i> & <i>Afochas</i> Coalition
HIV/AIDS	A cquired I mmuno- D eficiency S yndrome (AIDS) is a chronic, potentially life-threatening condition caused by the H uman I mmunodeficiency V irus (HIV). By damaging your immune system, HIV interferes with your body's ability to fight the organisms that cause disease. HIV is a sexually transmitted infection
HTR	Hard to Reach
HVC	Highly Vulnerable Children
IGA	Income Generating Activity
IISP	Initiative for Improving Standard of Prisons
JeCCDO	Jerusalem Children & Community Development Organization
M&E	Monitoring and Evaluation
MANGO	M anagement A ccounting for N on- G overnmental O rganisations
NeCSOO	Network of Civil Society Organizations in Oromia
NED	Nurture Education & Development
NGO	Non-Governmental Organisation
ORDA	Organization for Rehabilitation & Development in Amhara
ORE	Operation Rescue–Ethiopia
OVC	Orphans & Vulnerable Children
OWDA	Ogaden (Organisation for) Welfare & Development Association
PAD	Positive Action for Development
PADet	Professional Alliance for Development
PWO	Pastoralist Welfare Organization
RBU (C/E/N/S/W)	Regional Business Unit (Central / East / North / South / West)
RR	Results Review
SASA!	SASA! means 'Now!' in Kiswahili and derives from the abbreviation of a four-stage process for tackling violence against women and girls, developed by the Uganda-based organisation Raising Voices: Start-Awareness-Support-Action
SE	Southern and Eastern
SEPDA	South Ethiopia People's Development Association
SID-E	Stand for Integrated Development Ethiopia
SNNP	Southern Nations, Nationalities & Peoples
SPG	Strategic Partnership Grant
TSSA	<i>Tebegso</i> Social Support Association
VfR	Value for Resources

INTRODUCTION

CSSP launched a Results Review in August 2015 as the programme entered its final year. The RR has focussed primarily on three areas: 1) Impact and innovation for hard to reach women and men; 2) Civil society relations with citizens and with government; 3) Capacity and other changes in civil society. The outputs from seven field visits have helped to identify areas where the CSSP team and its partners need to redouble efforts in the remaining months of CSSP1, and the results which have been achieved within the five year period. A fourth area of review is implicit in the first three – a gradual deepening of understanding of CSSP’s ways of working and the extent to which these have helped deliver or hinder desired results.

The RR has been managed in three phases: Phase 1 saw the identification of a multi-disciplinary team and the identification of the key questions; Phase 2 involved the testing of the method (in Benishangul Gumuz) with the whole team, followed by six additional field visit in smaller teams of three. In addition, a documentarian joined four of the field visits and identified potential narratives which could be developed into multi-media products. Feedback to CSSP’s regional business units from the RR team members was incorporated into the field visits. In addition, RBUs have been asked to developed follow-up action plans based on the recommendations made.

This Summary report is a digest of what has come out of Phase 2 – and also identifies the priorities for Phase 3, where the team will go back to selected locations and issues to prepare more in-depth studies. The purpose of these in-depth studies is to develop a more robust evidence base of what has and has not worked in the CSSP model which can be shared in a wider forum with civil society and government stakeholders through a series of Big Learn and Share Events planned for the middle of 2016.

SECTION 1 – HEADLINES FORMATIVE & SUMMATIVE

1. Impact & Innovation for hard to reach women and men

1.1 Changes in well-being

The RR team visited over 40 localities, which are reached out by CSSP financed interventions across the country. These interventions targeted poor urban dwellers and rural agricultural, agro-pastoral and pastoral communities. The target groups are very diverse and consist of poor women and men including girls and boys, marginalized minority groups, people with disabilities of various types, helpless and abandoned older persons, victims of ‘chat’ addiction and its complements, destitute prisoners including children incarcerated with their mothers, and people living with HIV. The interventions are also diverse in their objectives and approaches. However, for a matter of convenience, we may classify them into the following six broad categories.

Largely economic oriented schemes: More than a third of the interventions fall under this category. Many of the interventions provided financial and material support to target groups (largely women) for engaging in IGA schemes. Skill development training is an integral part of this activity. The RR team witnessed several organised groups engaging in fattening of small ruminants, production of consumable items (clothes, mops, brushes, etc). Others are also involved in various petty trades (*injera*’ baking; production of local drinks/foods; retailing milk and milk products, selling charcoals, fruits and vegetables, etc) provided with start up capital on individual basis. Many of the interviewees reported that the schemes have significantly and profoundly changed their life for the better. Most of the beneficiaries are generating income much more than what is needed for survival, while others have succeeded to at least remain in business. For example, in the group supported by SID-E, only 3 out of 60 women discontinued the business, whereas in the intervention supported by DDCA, all the 16 target women have succeeded to continue their business. Indeed, some of the former have been able to save money ranging from Birr 5,000 to 17,000, within a period of one year. Even those schemes at the start-up phase are in good shape, though it may be too early to determine their success. Interviewees attributed much of the success to the close monitoring and technical assistance of the implementing CSOs. Nonetheless, the RR team observed that personal qualities of the individuals – hard work, perseverance, innovativeness and prudence, etc, had enormous contribution.

Women empowerment and girls’ education: Interventions such as “safe environment for school girls” and SASA constitute the bigger share in this category. There are evidences for the success of these interventions in various parts of the country. Construction of separate latrines for girls, supply of sanitary materials, financial support for rural girls, massive awareness creation around girls education, and provision of tutorial services at elementary and secondary schools, etc, have created much more conducive environment for girls to continue their education and become competent in their academic performance. Girls’ dropout rate has substantially reduced. Even in one of the

most marginalised communities, the Kunama, the dropout rate of girl students is reported to have reduced by 11%. More interestingly, in some cases, the target girls have taken the matter into their hands as was witnessed in Gonder elementary school, where the girl students have begun to supply themselves with sanitary materials by contributing Birr 2:00/student per month. The SASA approach is gaining huge acceptance from the communities in all the intervention localities and is registering considerable achievements in reducing violence against women and girls. It has won the commitment of several men and women volunteer activists from the respective communities mainly because of its wise and systematic approach and its relevance to the day-to-day life of men and women. The local governments of the intervention woredas also expressed their willingness to replicate the SASA approach in adjacent communities/Kebeles and address the widespread challenges (domestic violence, early marriage, abduction, rape and other abusive practices). The girls' internship programme in Munessa is also becoming exemplary in its contribution to girls empowerment.

Socially and economically excluded minority groups: The interventions targeting minority groups such as Negede Woyito (Amhara), Manja, Fuga and Me'nit (SNNPR), Kunama (Tigray) and Gaboyo (Somali), are mostly similar. They focus on the economic empowerment of the groups (through creating better income generating opportunities) with the belief that this may lead to social and political empowerment. Ensuring access to education, promoting sanitation and personal hygiene, etc are additional components of the interventions. For example, access to education constitutes a basic human right, and the intervention among the Me'nit is contributing to the fulfilment of this right. Education has special added-value because it is believed to radically change the deep-rooted prejudice against the group, in general, and those affected by epilepsy, in particular. These interventions are fairly successful, though tackling the root causes of marginalisation is much more complex and requires longer period of time. Interestingly, the interventions triggered discussions on minority rights among concerned government authorities at different levels as well as the communities at large, though such an intention was not claimed by the interventions. Whether or not the discussions yield fruitful results may largely depend on the responsiveness of the government. Nonetheless, CSSP and its partners are credited for brining the minority issues into light without contravening the law.

Prisoners and children incarcerated with their mothers: The key concern of the intervention in Assella prison is the welfare of children incarcerated with their mothers, while the one in Adelle, is creating access to formal education and vocational training for all prisoners. Provision of basic education and entertainment facilities are of prime concern for the former. This is reported to bring about fundamental positive psychological, physical and behavioural impacts on the target children. In Dessie economically poor prisoners and those living with HIV are supported to engage in income generating activities. Good practices of IISP's interventions (in Asella and Adelle prisons) are being considered for replication in other prison centres in Oromia and elsewhere. Particularly impressive was its success in forging productive relationships with government offices, the institutionalisation of the provisions of some basic services; and its efforts to raise funds from local sources.

Addiction to 'Chat' and its complements: 'Chat' addiction is becoming countrywide challenge. CSSP supported intervention on 'chat' issues in Benishangul Gumuz has obtained considerable attention of the regional government at all levels. Similarly, the intervention by HIAC in Harar has succeeded at least to make chat-associated social, economic and health problems topics of public dialogue, while some Idirs/Afochas have gone as far as issuing a bylaw that prohibits serving of chat at mourning ceremonies. In Addis too, some progress has been witnessed in terms of graduating some young people from addiction through creating income generating opportunities. The interventions are offering useful lessons to overcome 'chat' related challenges for key decision makers. Several policy opinions are being forwarded at different levels by different stakeholders including CSOs and local governments. Besides consolidating and expanding the on-going initiatives – for example, deepening the awareness, creating jobs and providing psychiatric services – it is possible to build on the current momentum through additional technical inputs and legal advice to help the Government come up with appropriate and feasible policies that would help reduce and eventually eradicate the adverse effects of 'chat' chewing.

Largely social oriented environment related interventions: This category includes rehabilitating health facilities, providing HIV and AIDS and OVC related services, supporting recovery centre for victims of violence, addressing special needs of people with disabilities, and rehabilitating environmental degradation. These interventions are positively contributing to the life of the target population. The intervention in Wombera Woreda triggered the administration to consider allocating budget for people living with HIV to consolidate their business activities and generate adequate income. In Tigray, visually impaired young people were able to access brail and computer literacy, and to get mobility orientation training, which brought significant change in their life. Children with hearing impairment have also been assisted to read, write and do basic numeracy. In Dire Dawa, PAD's intervention on mental ill health has showed appreciable results and the local government and the community have owned it by establishing regional and local coalitions and advocacy institutions. The recovery centre managed by Addis Ababa

Women's Association is serving mainly poor women and girls who are survivors of domestic violence, rape, and other forms of abusive practices. Though the centre is small it provides psycho-social and legal services to victims of such violence as well as to teenage pregnant, in addition to providing shelter, food and health related services.

1.2 Innovations

Relevance and appropriateness of most of the interventions visited by the RR team, is unquestionable. However, the innovativeness of some of the interventions is worth mentioning:

- a) Interventions that targeted minority groups are innovative and attempt to reach the most hard to reach. They succeeded to promote the rights of these groups right in front of the key decision makers and other stakeholders without contravening the laws of the ChSA. Institutions such as schools played enormous roles in combating this culture- based discriminatory and exclusionary practice.
- b) SASA is considered pragmatic in responding to challenges and problems facing women. It has brought about community-wide behavioural change in terms of combating violence against women and girls. It has also empowered girls to exercise their rights to education and consent upon marriage. These remarkable achievements are registered in a short period of time because SASA approach is simple and practical and can easily be translated in the day-to-day life of the people. The skill training and engagement in income generation activities is reported to have created brighter future for women who were in desperate economic and social conditions.
- c) The intervention related to creating safe school environment for girls is uniquely interesting and innovative mainly for its awareness creation aspect and provision of sanitary material and facilities for teenagers who never experienced menstruation and had no prior psychological preparedness. The intervention helped the target girls to feel comfortable and confident.

1.3 Sustainability

Sustainability is a function of several factors including time, resources, institutional linkages and communities' levels of participation. The interventions that targeted the minority groups have positively influenced concerned government authorities to pay special attention to problems and challenges facing them. Mechanism should be devised to build on this momentum to help address the broad dimensions of discriminatory and exclusionary practices.

Interventions that focused on the transfer of knowledge and skills to target groups have laid strong foundation to ensure sustainability. In this regard, SASA approach has gained strong sense of ownership and acceptance because it could be linked to existing practices and experiences of target communities (such as the Oromo traditional practice of the Sinqqee). The commitment of increased number of volunteer activists, and the close support and follow up of the local government are essential factors to ensure the sustainability of the intervention.

The promotion of safe school environment for girls at Gonder primary school is also exemplary in terms of sustainability. It is relatively simple and can easily be replicated to other elementary schools, even without requiring external financial support. The girls have demonstrated that they could be self-reliant by making monthly financial contribution for purchasing the sanitary pads and/or producing them from cheaper local material, which indicate the project's sustainability. The commitment of the school administration to provide rooms for the girls to use when applying the sanitary pad, and to cover the expenses of the sanitary material if need be, is also another factor that could be considered as a basis for ensuring sustainability.

However, many of the income generating schemes, the marketing aspect seems to be a little elusive. Adequate assessment of market chains/ linkages and provision of appropriate and practical skills should be done with the help of experts in the field. In addition, some sort of business plan that projects the income and expenditures of these schemes should be worked out to make sure that the economic return of the interventions are able to address the basic needs of the target groups. On the whole, many of the interventions visited by the RR team are progressing well. Specific problems identified by the review are expected to be addressed in the remaining period of each intervention.

2. Relationships between civil society and citizens and government

2.1 Changes in relations

Based on the political economy analysis, CSSP's theory of change states that "civil society can (re)define its role within Ethiopia if it can demonstrate legitimacy and value in the eyes of the public and government". The Result Reviews in different regions indicate that there are positive changes in CSO-Government and CSO-Citizen relations over the years. The changes in relations are mainly due to clarity created through the CSO/NGO proclamation no 621/2009 and the CSOs' adherence to government requirements. Furthermore, the capacity and understanding of government personnel at different levels has also improved to facilitate for the operation of CSOs.

Comparatively closer working relationship between government sector offices and CSO was observed in CSSP supported projects. CSSP interventions were instrumental in contributing to the observed and reported changes in the relations between the government and CSOs and the citizens and the CSOs.

The CSSP direct capacity development support, different grant making mechanisms, consultative and transparent project design and implementation have helped indigenous/local CSOs to build capacity to plan and implement projects, develop internal organizational management systems, become visible and credible, win trust, enhance their ability to negotiate with government and enhance their ability to mobilize resources. The CSSP support made the local CSOs to become more visible and reach out to the most remote areas and address issues of the most neglected people like the minorities, older people, people with disability, chat addicts, unemployed youth and resilience to climate change.

The capacity development interventions of CSSP (financial management, leadership development, participatory planning and supportive monitoring gave emerging local CSOs to get ability and power to do more and relate better with citizens and government.

The seven guiding principles of CSSP helped the CSOs to get recognition and appreciation from the government. Both CSOs and government offices took the guiding principles as "universal values" to be adopted in social and development work. The government offices appreciate these principles because they are considered as "ethics for development work". The CSSP concept of HTR gave the opportunity to local CSOs to reach out to remote, neglected/marginalized people and their issues. This, in turn, gave the local CSOs recognition and appreciation from the citizens and government. The support of CSSP to local/emerging CSOs to develop systems manuals and the capacity of the staff to build confidence and at the same time win trust to constructive engagement and good working relationship with government.

2.2 Contribution to strategic issues

The concept of "Hard to Reach (HTR)" is innovative and has helped CSOs and government sectors to give attention to neglected people and their issues such as minorities, women and children in prisons, challenges to female (rural girls) education, persons with disabilities, gender based violence through SASA! Chat addiction, intellectual disability, etc. Currently, the CSOs have the capacity to target better the priority needs of the HTR people and their issues.

CSSP's HTR approach has helped to bring the issue of marginalized minorities and neglected issues into the development discourse and into concrete government actions. The government has realized the needs and benefits of dealing with neglected issues. There are indications that the government sector offices in various parts of the country have started including HTR issues (e.g. prisons, disabilities, the older people, etc.) in their planning and budget allocation.

There is a visible shift in government approach from conventional way of "hardware oriented concept of development" to social and economic issues that affect people in the marginalized/neglected areas and their issues. The issues addresses through Strategic Partnership Grant (SPG) have far reaching impact on the government thinking and approach to social and economic development.

CSSP support enabled some CSOs to work with and for highly marginalized/neglected people and their issues and be more visible and win trust to engage in what is feared as "grey areas" and work smoothly with government. The major reasons for high level of trust, tolerance and cooperation by the government structures appears to be the

genuine interest of the CSOs in people and their issues, transparency, consistency, mutual respect and good working relations with local government structures.

CSSP has successfully tested some innovative ideas such as the “watershed approach” through taskforce (coalition building with the stakeholders) and developing coalition of CSOs through program grant and strategic partnership grants to address HTR issues.

The technical and financial support of CSSP enabled some CSOs to support high number of women to develop capacity. For example, university graduate girls in the pilot internship programme have shown significant capacity changes in designing and delivering community-based projects as well as in leading their own lives.

2.3 Hard to Reach civil society

The number of CSOs operating in the remote/emerging regions (geographic remoteness, inaccessibility and poor infrastructural and social development) has shown an increase over the last years. The capacity of local CSOs including the local development associations, have been dramatically improved to relate better with the HTR people and government structures. CSSP’s direct support to these local initiatives has helped small CSOs to build capacity, win trust, and initiate and implement projects.

There are a number of CSOs that have grown and rooted in the local communities due to the support of CSSP. Most of these organisations work at the grassroots level on hard to reach issues and some of them are community organisations with huge potential to mobilize local resource .

Many local CSOs have emerged and have started taking actions on HTR issues in different parts of the country. For example, In Hadiya Zone, Harotessa has been established by the members of the Fuga minorities and works to ensure social and economic integration of the Fugas with majority groups. The local CSOs have been able to identify and feel confident to address HTR issues such as chat addiction, intellectual disability, minorities, social and economic marginalization of older people and persons with disabilities have been effectively addressed by the local CSOs.

There are good initiatives and exemplary cases (e.g. in Tigray, Dire Dawa and few other cases) where the government provided direct financial support to local CSOs in appreciation of their contribution to issues that are not conventionally addressed by the government sector offices.

Some local CSOs, with financial and technical support of CSSP, have established Idir Afosha coalition, welfare and development associations, women saving and credit associations, youth self help associations, rehabilitation and care provision centres to support the needy members on sustainable basis.

Sustainability of most local CSOs has been ensured better than ever due to their improved capacity to relate with donors, have transparent systems and confidence to deal with the government structures. However, there are many emerging local CSOs that require extended support to diversify their donor base and maintain their staff. CSSP has invested a lot on local/emerging CSOs over the last four years. The CSOs have developed systems, could retain competent staff and in some cases have developed the capacity to plan and win funding from various sources. The prime concern is that there are some that are still struggling to survive and maintain their staff. These need extra support to maintain what has been gained so far.

3. Capacity and other changes in civil society

3.1 Capacity and other changes in CSOs

The peculiar nature and corresponding contribution of the CSSP Capacity Development support lies in the fact that it is comprehensive and continuous in its approaches. Comparison with other similar supports appears to substantiate this fact. The Results Review team has looked into other similar CD support provided in Ethiopia and could not identify any that provided the particular combination or approaches of the CSSP model.

In the view of the team, the CSSP CD support services contributed to improving the capacities of a considerable number of its partner CSOs – although the RR team would not go as far as to say that the improvements and changes were demonstrated across all CSOs and across the board. Nevertheless, the boldness of the CSSP package and the experience of developing and implementing it over four years have generated a significant

amount of learning which will be beneficial for any future development of the CSSP approaches, tools and methods of delivery.

The RR team found evidence of significant changes in capacities across a wide number of CSOs visited during the Results Review: awareness about the HTR issues (from a CSSP perspective); capacities in managing project finances; designing and delivering participatory projects; maintaining stronger governance structures (decentralisation of power and team working systems); conducting effective dialogue with government; and in human and material resources.

The majority of visited partner CSOs have established strong systems for project design and delivery by revising/developing policies and manuals. All the contacted CSOs report they have either updated or developed two or more of these manuals: financial, human, target group selection, strategic plan, grant-making and resource mobilisation, procurement and property, anti-corruption, gender mainstreaming, fund-raising, and monitoring and evaluation manuals.

Many of these local civil society organisations were literally dysfunctional and on the verge of extension prior to the CSSP's CD intervention. They are now able to re-establish themselves and sustain their operations and attract resources from donors which once rejected them, and from government which once mistrusted them. Findings of the results review show changes in capacities across the following capacity change areas.

Specific capacity areas

HTR issues: Increased awareness on HTR issues is among the achievements of the CSSP interventions. Many CSOs appear to have adequate awareness about the HTR issues (from that of the CSSP's perspectives), and have developed HTR capacities that they can design and deliver projects targeting priorities of the poor women, girls, men and boys. The CSOs have begun to convert these capacities into tangible changes – not only winning grants from other donors but starting promising processes for delivering changes for HTR people. Nevertheless, the level of participation of target communities remains a concern for the review team. The prevailing capacity level with regard to design and implementation of projects relevant to the promotion of inclusion of those minorities for significant number of partner CSOs is also an area requiring improvement. This observation is among the critical issues, as it is linked with the recommendations in the future. Among others, supporting partner CSOs to possess adequately organized socio-economic data in their respective areas of intervention was proposed for considerations for the coming period;

Managing project finances: The large proportion of CSOs have established strong systems (which most did not have because they were new or literally dysfunctional before the CD intervention) for managing project finances because of CSSP's Capacity Development Services. Nowadays, they have introduced decentralised finance management systems with delegations; keep comprehensive finances records; make budget analysis and forecasts; prepare organisational budget plans; use budget codes; use updated software programme (Peachtree) for keeping records; keep budgets against project activities; get budgets approved by Boards; make purchases following procedures described in their procurement manuals; make bank reconciliation regularly; use payment vouchers and cash receipts; and make finance reviews and produce reports monthly, quarterly and yearly. While improvements in the capacity scales related to financial management remains visibly significant, the level of changes vary in proportion to the types of support. For example, those who benefited from mentoring and coaching supports exhibit significant improvements compared to those who benefited only from the Mango training. Moreover, there exist some CSOs who did not benefit from either of the CD support services.

People-centred projects: Many CSOs demonstrate adequate awareness about the importance of consulting and involving individuals, target groups, social groups, community representatives, and government stakeholders concerned at all levels of project cycles starting from just the inception of project ideas to that of the evaluation of project activities. They have also developed capacities of consulting and involving all stakeholders concerned that, they, nowadays, design and deliver participatory projects using bottom-up approach; unlike that of before the CD intervention (they used to impose projects on target groups and communities to meet donors' demands and objectives).

Maintaining stronger governance structures and leaderships: Many CSOs quite know the values of maintaining appropriate governance structures leadership. Accordingly, they have changed their organisational structures and introduced decentralisation of power and team working systems. Leaders see themselves not as bosses who give commands and orders from tops; but as coordinators selected because of necessities/requirements. Thus, activities are planned and decisions are made in consultations.

Conducting effective dialogue with government: Another capacity area where CSSP CD supports claim success is conducting effective dialogue with the government. It is important to mention that the partner CSOs were inspired to build improved relation with the government. The CSOs have developed capacities of approaching government stakeholders and ways of maintaining effective dialogues to discuss challenges of designing and implementing projects that target HTR people and find solutions, accordingly. They regularly consult government on issues affecting the HTR people, on identifying and working on government gaps, and on identifying their respective roles and responsibilities in designing and delivering projects. CSOs, which were once considered as rivals, are now considered as development partners who have accesses to government grants and resources. However, there exist visible concern and demand for a focused CD support, beyond the organization of events.

Human and material capacities: Many CSOs have been transformed in human and material resources, as well. Before the CD intervention, most did not have regular project staffs, offices and offices' equipment, and materials needed for project design and delivery. Many of the partner CSOs in regions were literally dysfunctional and on the verge of collapse prior to the CSSP CD intervention: most were focused on regional capitals; staff laid off, premises relinquished, just volunteers keeping the name alive, few functioning systems; unable to attract funding, low levels of confidence. However, nowadays, they have educated and experienced project staffs, their own offices and offices' equipment, and material resources needed for project design and delivery which include vehicles, desktop and laptop computers, photocopy machines, LCDs and cameras.

Empowering women: The change related to gender balance among the CSOs' employees, especially in terms of number of women staff, and placement at decision making positions, was found to be below the expected across the board of CSOs visited, with the exception of few cases. In CSOs operating in remote areas such as Benishangul-Gumuz and Somali regions, in most cases, women staffs hold the positions of the secretary and cashier. However, almost all discussants were found to be well aware of the importance of bringing more women on board. It was noticed that most of the CSOs contacted in Amhara, Dire Dawa, Oromia, SNNPR, and Tigray deployed between two and three women employees, and few indeed reported to have women in their management team.

Rapports among CSSP partner CSOs: All the CSOs contacted during the Results Review very strongly agreed that CSSP's CD intervention has changed the wrong perceptions they had about working in partnerships and has established strong relationships among them. Prior to the CD intervention, the CSOs had the perception that organisations competed for scarce resources that it was practically impossible to work together in partnerships. However, nowadays, the contacted CSOs report that they are fully convinced that it is very much possible to work in partnerships sharing experiences and resources to address HTR issues.

3.2 Evidence for changes in capacities

There are plenty of pieces evidence for the changes in capacities described above of which the followings are selected for illustrations.

- The CSOs explain properly HTR issues from that of the CSSP perspectives - HTR issues do not refer only to geographically remoteness, but also include under-resourced, over-looked, and social marginalisation issues in rural and urban areas, as well. All have designed and delivered projects sponsored by CSSP that target HTR issues by consulting and involving HTR people. Most CSOs have designed projects that target HTR issues by replicating CSSP approaches and principles to win grants of other donors (some have already won, some have already submitted proposals, and others are developing proposals).
- Internal and external audit reports, monitoring activities' feedback comments, and observations during the visits show that the CSOs have established systems for managing finance projects and keep comprehensive finances records. A number of partner CSOs have started implementing significantly larger projects. For example, ACSOT's project implementation history has grown from ETB 38 000 to ETB Ten million. Similarly, PAD, who had history of managing project grant size of only 62,000 Birr before the CD intervention, is currently managing a total grant size of over 4.5 million Birr.
- The contacted target and social groups and government stakeholders reported that they were/are consulted and involved in designing and delivering projects.
- Organisational structures pasted on walls, the delegations made, the transparent working system established (activities are planned and decisions are made in consultations that every staff knew/knows details of project activities and budgets allocated to), and the good rapports established and trusts developed among the CSOs illustrate the existences of appropriate governance structures and leadership systems in the CSOs.

- All the contacted government representatives confirmed that there are strong relationships between the government and civil society sectors that there are regular consultations in designing and delivering projects. The CSOs focus on government gaps that they are considered as development partners (there are even some CSOs that operate in offices provided by government sectors). The CSOs also have representatives at all levels of councils, and are even invited to take part in discussing government issues.
- Because of the changes of capacities in human and material resources, the CSOs which were once on the verge extension, nowadays, are capable of designing project proposals and have developed confidence in submitting the proposals to different donors. For example, PAD has already won five grants, and a number of CSOs have won three and more grants from donors, including that of government grants. Thus, many CSOs are now able to expand the target areas and thematic issues of their intervention.
- A few have promoted women in positions, and few CSOs are led by women staffs. All the CSOs encourage/sponsor women staffs to improve their education to hold higher positions in organisations.

3.3 CSSP contributions for the changes in capacities

CSSP's CD grant-making approach and its Capacity Development Support Services have greatly contributed to the changes of capacities across the board of CSOs visited during the Results Review. Below are some of the CSSP's major contributions for the changes of capacities emphasised by the CSOs.

- Following calls for proposals, CSSP conducted orientation workshops on its CD programme, approaches and guiding principles. Orientations given on HTR issues (from CSSP's perspectives) have enabled CSOs to understand/see HTR issues from a different perspective and the HTR people to be targeted in CSSP sponsored projects.
- CSSP's approaches to project design and delivery (working in partnership with partners), the processes it follows in proposal development using a user friendly proposal template, the 'seed money' it provided to consult and involve target and social groups and government stakeholders concerned in project design and delivery, and the feedback comments given during the processes of writing concept notes/proposals and on the submitted concept notes/proposals have greatly developed skills, experiences, and confidence of the CSOs in writing project proposals and submitting to different donors.
- CSSP conducted organisational capacity diagnosis; showed the CSOs the gaps they had in managing finances; reached on agreements with the CSOs to fill-in the identified gaps through regular mentoring and coaching activities; and conducted regular mentoring and coaching activities. All the CSOs reported that the regular mentoring and coaching activities have transformed their systems of managing project finances. The CSOs found the training given by MANGO, a service provider, on project finance management to the finance and project staffs quite inspiring and useful, as well: not only the finance staffs, but the project staffs have also developed capacities in managing project finances. The CSOs have also found MANGO financial templates and forms user friendly.
- CSSP conducted supportive monitoring activities regularly using Appreciative Inquire methods: the monitoring feedback comments showed the CSOs what they did well as well as what they were able to do even better.
- CSSP has shown the CSOs techniques of keeping documents, including that of the project activities and finance reviews, and producing reports.
- CSSP's INSPIRE methodology (that places HTR people at the centre in planning project) has established good rapports among partners CSOs and between the CSO and GO sectors; apart from enabling the CSOs to work on priorities of the target groups.
- CSSP's Leadership Development Programme (capacity support on leadership development and which also promotes women in leadership) has greatly enhanced the governance and leadership capacities of the partner CSOs.
- CSSP organises Learn and Share events every six months (CSO and GO forums). These events have created conducive environment for the two sectors to come to together regularly to share good experiences, discuss challenges of designing and implementing projects, and find solutions, accordingly.
- CSSP has provided the CSOs with human resources (project staffs employed by CSSP grants) and material resources (cars, bikes, computers, printers, cameras, office equipment and stationeries).
- CSSP has shown the CSOs techniques of conducting organisational capacity change assessments (ladder of change) in order to see changes in capacities over time and identify capacity gaps they still to fill-in.

3.4 Evidence for the contributions

There are plenty of pieces of evidence that illustrate CSSP's contributions to the changes of capacities in the partner CSOs. Above all, the partner CSOs widely acknowledge the above major CD as well as other technical CD supports rendered by CSSP, which are also witnessed by the contacted government stakeholders. Secondly, the contacted CSOs were those who won, at least, one CSSP grant (those went the CSSP CD grant-making processes) that they obviously received CSSP's CD inputs directly or indirectly. Third, the CSOs showed the RR team plans and timetables set for the mentoring and coaching activities. Fourth, it was noticed that the CSOs were using different training manuals, templates and forms provided by CSSP. Fifth, the team talked to staffs employed and observed materials purchased by CSSP grants. Sixth, the CSOs have won grants of other donors by designing projects replicating CSSP's approaches and principles.

SECTION 2 – THE SUMMARIES FROM EACH FIELD VISIT

Benishangul Gumuz (RBUW)



Changes for Hard to Reach people

All the projects visited are at their start-up phase, making it too early to see significant changes in the lives of the target groups in terms of economic needs in particular. There are, however, clear indications of success if the current support and close follow-up continues for some reasonable period of time.

In many cases, the projects fairly attempt to address gender concerns. More initiatives, such as making women beneficiaries part of the group leaders and key decision making positions should be addressed in the consolidation phase. In some cases, the projects have helped the voice of disadvantaged groups – such as older people and those affected by HIV - to be heard by the

local government. In one instance this has triggered a policy change in the action of the administration. The administration is considering allocating budget for the group to make sure that the group members sustain their life and business on continuous basis. The voices of all other beneficiary groups are now heard much more by the respective local governments as they are closely following up and supporting the projects.

The 'chat' issue has obtained widespread attention of the governments at all levels and communities in the Regional state. Several policy opinions are being forwarded at different levels by different stakeholders including CSOs and the government. Apart from consolidating and expanding the on-going initiatives – for example, deepening the awareness, creating jobs and providing psychiatric services – the current momentum can be built on through additional technical inputs and legal advice to help the Regional Government to come up with appropriate and workable policies that help reduce and eventually eradicate the adverse effects of 'chat' addiction in the region.

The innovativeness and appropriateness of the projects are unquestionable - expect the oxen fattening ones for older persons and people with disabilities in Pawe Woreda' where there is a good opportunity to fix the prevailing challenge by replicating the experience of Dibate fattening group. At this early stage, a fairly good sense of ownership and commitment on the part of the target groups was observed. Interest and support of the local governments are encouraging and lay strong foundation for sustainability of the interventions. Many factors of sustainability hinge on what implementing partners and other stakeholders deliver to consolidate the projects. It is also worth mentioning here that one of the most marginalized sections of the population in the Regional State, Gumuz nationality, is largely excluded from almost all the projects visited in this particular review mission.

Changes in Civil Society-Government relations

Evidence suggests that CSSP's investment has contributed to improved CSO-Government relationship in the region. The project areas are hard to reach in all aspects of CSSP's criteria and only very few CSOs are operating. CSO-Government relations in the region appear positive and collaborative. On the other hand some implementing partners note the effect of the law on smaller CSOs and those operating in hard to reach areas. This forces smaller CSOs that work in HTR areas to go through tough negotiations at the project signature level and to face problems that challenge their survival.

The capacity of local CSOs, primarily the local development associations, have been dramatically improved to relate better with the HTR people and government structures. The contribution of CSSP through grant making, participatory planning, supportive monitoring and direct capacity development interventions has been visible. The government's trust in local CSOs has improved and the CSOs are considered by government as development partners. The local CSOs have been able to identify and focus on HTR people – older people, persons with disabilities, people affected by chat addicted, unemployed youth, and people affected by HIV. HTR issues (e.g. chat addiction, social and economic marginalization of older people and persons with disabilities) can be effectively addressed by the local CSOs.

There is now a need to provide more encouragement and support to the emerging CSOs, especially from those HTR communities. More specific case-based evidence needs to be gathered to observe the impact of Charities and Societies laws and guidelines on smaller CSOs working on HTR areas and issues. There are indications that

the issues addressed by local CSOs and the innovative practices demonstrated by the local CSOs could be adopted and scaled up by the local government. This is an opportunity to be seized.

Changes in civil society capability

CSSP appears to have designed appropriate Capacity Development interventions that have properly addressed the capacity gaps of the local civil society organisations, thus contributing to the transformation of capacities of a number of partner CSOs operating in remote areas in the country. (Many of these organisations were literally dysfunctional and on the verge of extinction prior to the CSSP's intervention. They are now able to re-establish themselves and sustain their operations and attract resources from donors which once rejected them, and from government which once mistrusted them.

Nowadays the CSOs have adequate awareness about the HTR issues (from that of the CSSP's perspectives), and have developed capacities such that they are in a much better position to deliver more effective projects targeting priorities of the poor women, girls, men and boys. The CSOs have begun to convert these capacities into tangible changes – not only winning grants from other donors but starting promising processes for delivering changes for HTR people.

The most noticeable changes observed are:

- CSOs have developed systems for managing project finances that they are managing project finances appropriately.
- CSOs have developed strong leadership culture and are maintaining appropriate governance that there are trusts among staffs and team activities are prevailing.
- CSOs have understood advantages of people-centred project design and delivery. Thus, they have developed strong relationships among themselves, staff and the state - they consider each other and the state as co-implementing development partners.

The new capacities are likely to be sustained; however, there is a high probability of staff turnover in search of better working places and salaries. The inclusion and visibility of women in civil society is weak across the partners – with no women in positions of decision-making. There are environmental factors which influence this but greater efforts and creativity are required to address this gap.

Tigray (RBUN)



The RR in Northern RBU Tigray has shown that CSSP supported projects have achieved many positive results and contributed to multi-dimensional change in the region across the three themes. While identifying results and lessons, the review also came across issues that could have been done better – some of which can be addressed in the remaining months, and others through the design of a follow-on CSSP.

Changes for hard to reach people

The Results Review observes that implementation of CSSP supported projects in Tigray has brought positive change to the lives of many hard to reach target groups. This is evident from: construction of dedicated female toilets in Hilet Koka School (reported to have contributed to reduced dropout of girls by 10.12% by reducing the need for Kunama girls to go home during the school day), to the SASA! approach which has reignited local

community commitment to balanced power relations between women and men. The communities are now pursuing practical community-driven approaches to reducing violence against women and girls through increased awareness about the unjustness of such violence, and understanding that silence perpetuates violence.

The income generating initiatives of people affected by leprosy has enabled the group to become economically self-reliant and support their children – their products now purchased by people outside their group, and their initiatives supported by government resources. In Semema, where older women are able to make savings and even support each other, the project adopted a unique monitoring and follow-up system which has attracted attention of government actors. This has also happened in the work done to enable visually impaired students (and those with other disabilities) to access brail literacy, and mobility orientation training. Children with hearing impairment have also been assisted to read, write and do basic numeracy. The RR team witnessed the confidence and self-esteem which has come to these students through access to education, and the sense of relief from their parents that when their children can access services.

While one example of poor project delivery was observed in relation to families of children with intellectual disability, the general view was that even better results could be attained if additional budget was allocated for a longer period, so that some of the innovative approaches could be extended to more hard to reach people, and deeper results achieved.

Changes in Government-Civil Society relations

Considerable change has been observed in CSO relations with Government and Citizens. The situation in 2011 was mainly characterized by mutual mistrust. Over the intervening period, there appears to have been steady improvement reflected in the number of joint forums between government and civil society which have been held to discuss issues such as CSO-Government relations, CSO contribution in the region's development programmes, and coordination of interventions.

Currently CSOs are being invited to contribute in forums that deliberate on policy and legislative issues. A draft guideline which is awaiting approval was prepared to further institutionalise such joint engagements. The RR also found Government support to CSOs an interesting feature of this change. In a number of instances, CSOs have received project grant and material support from government sector offices, reflecting an important change in government attitudes towards the sector. This has contributed to the survival of some CSOs and eased the challenge of meeting the 30/70 administrative-operational cost requirements. As a result the number of CSOs, which had declined in the aftermath of the Charities and Societies Proclamation, is steadily going up. This was identified as a positive change by both respondents and the RR team.

CSSP supported interventions have greatly contributed to these changes and to the survival and emergence of CSOs working on Hard To Reach issues. Smaller CSOs that were on the brink of closure were able to revive through CSSP direct support and afterwards built the capacity to engage with government sector offices. Respondents noted that in addition to project support, CSSP's focus on HTR issues and its consultative approach added direct value to the process of improving Government-CSO relations. (Government was able to see how CSOs could show them where the gaps were in government service delivery.)

Community participation in CSSP supported projects appears to be consistently practised in Tigray, alongside close collaboration with government actors. This is reflected, for example in the extensive community participation through the SASA! intervention, and also in the education and income generating projects.

At the same time, results could have been even better if projects were able to ensure more direct community participation in monitoring and follow up. Independence of CSOs from government influence is an issue that has to be considered alongside the improved Government-CSO relationship, in order that CSOs can sustain themselves and maintain their identity as non-state actors.

Changes in civil society capability

Related to the delivery of results for and with harder to reach people, and improvements in government-civil society relationships, the RR team also observed significant improvements in the capability of CSSP-supported CSOs, and some related changes for the overall sector.

CSSP has provided a diverse range of Capacity Development Services (achieved through grant making) and targeted capacity development interventions to support CSO capability. This appears to have contributed to enhanced organisational capability for designing and delivering participatory projects that target HTR issues; managing project finances; conducting effective dialogue with government; and maintaining stronger governance structures. The observed effect of this capability is more inclusion of harder to reach people in project design; greater reach of the CSOs to harder to reach groups and issues; and improvements in working practices of CSOs (finance, procedures, proposal development, M&E) such that they have been able to position themselves to attract attention and resources from government, and additional funding from other donors. (For example, TSSA and CYWDA have revived and have now started to implement grants from other donors using the experiences learned and capacities gained from CSSP support. ORE's technology for visually impaired students has been scaled up by government.)

At a sectoral level, this is also manifested in changes in work practices of implementing partners towards a culture of working collaboratively with other CSOs and stakeholders. This includes being able to conduct more effective and collective dialogue with the government.

Owing to these changes, a number of partner CSOs have started implementing significantly larger projects. ACSOT, whose project implementation history has grown from ETB 38 000 to ETB Ten million, is a good example to this. Previously, CSO interventions were highly confined to the area around Mekelle, and only to one or two hard to reach thematic areas. Many of the CSOs are now able to expand the target area and thematic issues of their intervention.

With this change has come greater demand from smaller CSOs for more customised approaches from CSSP. For example, while the contribution of the financial management capacity development has been widely appreciated, a number of respondents feel that the MANGO training needs to be better contextualised for smaller organisations so that finance templates are more user-friendly.

Amhara (RBUN)



Changes for hard to reach people

The target groups people identified for each of the projects reviewed are generally relevant and deserving support, with a wide range of issues being addressed; at the same time, government influence in the process must be acknowledged. Some of the projects, such as those targeting children with disabilities and minority social group of Negede Woyto, demand longer time and bigger resources before registering sustainable and significant changes. Some of the projects such as weaving intervention in Bahir Dar require some additional financial support for short period of time to generate planned benefits for the target group of youth. Interventions such as safe environment for school girls are successful and need to be replicated to other elementary schools. Looking into the totality of the projects reviewed, cross-cutting issues such gender, environment and HIV/AIDS are fairly well addressed.

The geographical disparities and the wide coverage of largely overlooked issues create fertile ground for CSOs to bring forward best practices to the attention of the government so that it considers the matter more seriously and strengthens the responsiveness of concerned institutions as part of its poverty reduction endeavours. For some of these overlooked issues, CSOs may share their innovative approaches to the government to replicate and scale up the level of interventions. The work on helping rural girls to take up their education through very simple and replicable interventions is worthy of special note.

Changes in CSO-Government relations

The CSOs relations with harder to reach constituencies, and CSO relations with government have both been improving from time to time. The major reason for this improvement has been the clear understanding of the CSO/NGO proclamation which has provided a clear demarcation of the facilitation role of the government. On the other hand, CSOs have lost some of their power to challenge and influence government. The government regards them as being fully “put on truck”; but at the same time there is evidence that they are able to challenge government (gently) on the extent to which they are addressing the priorities of hard to reach communities.

The attitude of government offices has changed from “we are the only key players in development of the country” to “we need support from CSOs to meet the diverse needs of the people and we cannot do it alone”. The emergence and improved capacity of local CSOs have helped them to win trust from government. The local CSOs have developed confidence to openly negotiate with government.

The support of government to local emerging CSOs has been increasing over time. The government has offered shared office space for some CSOs, provided vehicles, land, professional support to others; and they have encouraged and supported them to generate income to sustain their operations.

CSSP has contributed to improved relations between government and CSOs. The innovative ideas of working on neglected people and their issues, emanating from HTR concept, have given the local CSOs recognition and appreciation from the government. Improved capacity of CSOs and the improved working relations and trust from government, have contributed to improved relations of CSOs and the citizen. CSOs have got the capacity and opportunity to reach out to remote, neglected/marginalized people and their issues.

The CSOs and local government offices worry that gains from the support of CSSP in terms of innovative ideas and practices might be lost due to short term nature of projects and low amount of fund.

Changes in CSO capability – to be, do and relate

Most of the CSOs contacted during this review acknowledged significant changes in various capacity areas. While those identified as ‘big¹’ ones reported changes in areas of financial management and people centred project design more visibly, several associations reported to have emerged as visible entities with the establishment of offices and putting in place the required working procedures and manuals.

On the other hand, the staffs of CSSP partner CSOs, who are assigned in field offices (contacted during the review) are found to have less awareness on direct CD support services, however exhibit to have been influenced and build better awareness during the preparation of proposals and interaction with the CSSP Regional Business Unit staff. In effect, the detailed explanations on the CSSP call for proposals and the corresponding guidelines (specifically on HTR, relationship and trust building, as well as participatory project design) have significant effects in improving the level of awareness. The field office staffs of CSSP partner CSOs acknowledged to have benefited from the RBU supportive monitoring exercise.

Although many noted low level of effectiveness of the CSSP facilitated regional learning and sharing forum due to the increased number of participants, the intent of such forums was appreciated beyond doubt. A significant number of informants acknowledged to have benefited from such forums, specifically in creating opportunities for the interaction with government sector offices as well as among CSOs.

Almost all discussants were found to be well aware the importance of bringing more women on board. However, it was noted that most of the CSOs contacted deployed between two and three women employees and few indeed reported to have women in their management team. As the availability of trained women in Amhara Region may not be expected to be as low as in emerging regions (such as Assosa), it is difficult to attribute low level women’s participation simply on shortage of trained women, unless substantiated by a detailed study.

¹ These include CSOs such as, ORDA, ADA, PADet, and ANPPCAN.

Afar and SE Oromia (RBUS & RBUN)



During November 2015, the Results Review team visited parts of Afar and south-eastern Oromia Region, including Awash Fantale woreda, Assala Prison, the CSSP pilot project in Munessa Woreda (which included Strategic Partnership Grants and the SASA! Approach to reducing violence against women and girls).

The highlight of the visit was the achievement of the Initiative for the Improvement of Standard of Prisons (IISP) and Harmee Education for Development Association (HEfDA) where the level of integration of activities towards a set of higher strategic goals was visible and impressive.

In the prison work, support to women and their incarcerated children has increased the motivation of women inmates to become ambitious to improve their lives to keep up the benefit of their children after getting discharged from the prison. Looking at what it takes to achieve an

improved wellbeing and happiness of children, they are thinking of quick rehabilitation and doing better in their lives for the future. There is emerging evidence also that progress in Assela is being seen as a role model for other prisons in Oromia and elsewhere.

In Munessa new development approaches (such as SASA!) are interlinked with the traditional Oromo *Sinqee* culture. One older person said “we used to see violence against women as normal phenomenon and never knew the boundary between criminal acts that should be handled by the prosecution office and those that should be dealt with *shimiglina* (arbitration)”. The girls’ internship programme is also an innovative idea to empower young women to be role models in society. Though the recruits for the first entry were girls from the surrounding areas, the programme has become increasingly popular and now girls are coming from other regions and places as far as Gondar. The RR team was overwhelmed by the extent to which the concepts of the project have been understood and embraced by the community and the implementation has taken a form of a social movement. Men and boys have started thinking “reduction in violence against women and girls is to the benefit of men and boys and the entire society”.

Some CSOs (e.g. HEfDA and IISP) have won trust from the government, at different levels, and this has helped them to engage in what is feared as “grey areas” and work smoothly with government. The major reasons for high level of trust and cooperation by the government structures appears to be the genuine interest of the CSOs in people and their issues, transparency, consistency, mutual respect and good working relations. One government official notes that where there are “wise” government officials CSOs can contribute a lot to the development of the region because of favourable working conditions created to them. He stressed that if the government offices complicate the relations with CSOs they cannot operate and, thus, they leave the area and move to other regions.

Many partner CSOs have developed capacities in designing and delivering participatory projects that target Hard To Reach (HTR) people and their issues, managing project finances, developing strong leadership culture, conducting effective dialogue with the government at different levels and producing project reports because of CSSP’s CD interventions.

A particular observation of note is the extent to which some partner CSOs (in particular HEfDA in Arsi) have been able to support a significant increase in the number and capability of women of all ages to participate and lead development processes since working in partnership with CSSP. For example, university graduate girls in the pilot internship programme have shown significant capacity changes in designing and delivering community-based projects as well as in leading their own lives.

CSSP has successfully piloted many innovative and effective interventions such as mitigation of violence against women and girls, abduction and risky migration, etc. The girls’ internship programme, implemented by HEfDA, is unique in its nature. Also of note is the concept of the taskforce being adopted in Munessa woreda for planning and implementation of other social and development activities such as natural resources conservation and development, rural water development, adult education, health extension, etc. CSSP (and HEfDA) needs to properly document and draw lessons to share the experience with other CSOs in other regions – and to encourage intelligent replication.

These areas of work contrasted with the lower performance of work being done by civil society in Awash Fantale where the intensity and quality of capacity development and monitoring visits by CSSP has also been lower - mainly due to distance from Dessie where the Regional Business Unit North (RBUN) team is based.

There are noticeable differences in the degree of capacity changes between the CSOs contacted in the Afar (under RBUN) and SE Oromia (under RBUN South). Partner CSOs in Oromia appeared to have received more adequate

capacity development inputs possibly owing to factors such as distance and availability of monitoring and coaching staff. (Nevertheless, in Afar there is still evidence that the training given – and where it has been targeted and timely - has supported stronger leadership governance cultures; for example, one organisation has introduced decentralisation, team working and power sharing systems.)

Given the vast number of projects being implemented by a large number of CSSP lead and implementing CSOs, encountering such anomalies is inevitable. Indeed, we could learn from this unpleasant experience that CSSP chose projects for Results Review randomly, not selectively, which is commendable.

CSOs working in Afar need more capacity development inputs coming through RBU North – which may require additional support to RBUN itself. More regular mentoring, coaching and monitoring are essential to further develop their capacity and help them implement projects according to the agreed plan.

SNNPR & Gambella (RBUW & RBUS)



In November 2015, the Results Review (RR) team visited CSSP-supported projects in two Regional States – Gambella and the Southern Nations, Nationalities and Peoples (SNNP). The target people interviewed were largely hard-to-reach women and men, boys and girls, especially from marginalized and socially excluded minority groups and older people. Most interventions are similar in nature, designed to empower people economically and socially through creating better income generating opportunities and ensuring access to education.

The CSSP partner CSOs have gained significant levels of awareness, inspiration and capacities to be able to address Hard To Reach issues. In the face of the rampant and visible existence of marginalized communities in the area, most discussants enthusiastically elaborate their engagement as a recent discovery – despite the fact that both regions include large populations of marginalized populations.

In Gambella, the sensitization and awareness creation activities and group formation associated with the intervention have provided the target women with the opportunity to learn from one another and practise improved lifestyles. For example, women have begun to take showers straight after giving birth, unlike their previous traditional practice that did not allow them to do so. The women's group also noted that they have stopped requesting *per diems* for meetings because they realize they learn so much from the awareness creation and discussions.

Access to good quality education for the Me'nit in Bench Maji (SNNPR) constitutes a basic human right, and the intervention is contributing to fulfilment of this right. In this case, education has a special added-value because it appears to be instrumental in radically changing the deep-rooted prejudice against those affected by epilepsy, and the Me'nit community which appears to manifest high prevalence of the condition. School children are able to influence positively their parents on practices and beliefs that are unfounded and harmful.

In the 'Fuga'² community in Hadiya zone (SNNPR), the focus on hygiene and clothes has enabled a mother to describe her emotions when, for the first time, she saw a teacher embracing and kissing her child, simply because the child was clean. The 'Fuga' community are increasingly sending children to public schools and gaining acceptance from the school community.

The team met government officials and discussed with the respective administrative and sector offices staffs including the recently established Regional Charities and Societies Agency (ChSA) in Gambella Region, as well as the Bureau of Finance & Economic Development (BoFED) and administration offices in both regions. As the review team's visit to RBU South coincided with beginning of new terms of office for the newly elected political leadership, discussion with government authorities at times reflected less knowledge about CSOs and CSSP. Nevertheless, Tessema Lameso, representative of Hadiya Zone BoFED, noted that *"we used to provide conventional services to all communities in the zone...not oriented and sensitive to HTR issues such as the Fuga. This CSSP supported intervention was a lesson for us to start to pay special attention to such issues. And now in government budget allocation process we are experiencing budget requests for activities that are different from the ones we are used to in the past"*. He, along with other colleagues, was of the view that CSSP's HTR approach has contributed in drawing government and community attention to the issue.

Gedion Kostab, General Manager of Bench Maji Development Association (BMDA) noted that CSSP's support contributed to a change in capacity of the association. He said *"the main gain from working with CSSP is the capacity building and the focus on HTR areas and communities. In the past our focus was on building hardware; CSSP's approach contributed to a shift in our way of working on HTR issues"*.

The review team held discussions with managerial and technical staffs of two CSOs in Gambella and 10 CSOs in Southern Nations, Nationalities and Peoples (SNNP) Regions. They learnt that most of the CSSP partner CSOs have reportedly undergone visible changes in capacities with respect to the level of understanding in Hard To

² The term 'Fuga' is contested. While the name can be applied to the community by its own members, other members regard it as a pejorative term. In some cases 'Ej werke' is used instead – meaning 'Golden hands'. Others define themselves as Beta Israel. The RR reports use the term 'Fuga' in inverted commas. The same complexity relates to other groups which face caste-like discrimination.

Reach (HTR) issues, financial management, people centred project design and relationships with government sector offices.

They also noted that the composition of executive board members of CSOs met in Southern RBU implies that some non-state actors operating in SNNPRS have a strong relationship with the local authorities and government sector offices. For instance board members of SEPDA are composed of representatives from government sector offices and the private sector i.e. Education Bureau, Urban Development Office, Mizan-Tepi University, Bureau of Labour and Social Affairs, and representative of the Business Community. From the evidence of the Review, we conclude that among different types of non-state actors that operate in regions visited, development associations enjoy comparatively closer relation with government.

The RR team observed commendable efforts with regards to the promotion of inclusion of those marginalized groups with relevant and replicable types of interventions, and having potential to bring changes on the long-lived and deep-rooted marginalization. The RR team learnt that the types of interventions appear relevant and appropriate to a very poor part of the population, and that positive changes have taken place in the lives of those target groups during the last few years, to which the CSSP supported interventions contributed to a certain extent. The perceived level of acceptance by those target groups and the willingness of the respective government institutions to support the on-going interventions are believed to contribute to the sustainability of CSSP-supported initiatives. The team, however, is of the opinion that additional complementary interventions are required to increase the significance of CSSP's contributions to further enhance the level of sustainability.

For example, the simplicity and easy replications of the hygiene and sanitation activities with the Fuga community make the intervention very appropriate with lasting positive impact on the life of the target men and women. They are innovative in the sense that these activities do not need external resources to spread across the Fuga community. It can easily be done by their meagre resource. However, the underlying mythologies, belief systems and traditional practices that led to discrimination and exclusion of the Fuga community remain solid and intact. While anti-marginalization committees, consisting Fuga and government representatives, have been established at the Woreda and Kebele levels to combat discriminatory practices, the deep-rooted nature of these forms of exclusion require tools and knowledge that the committees don't yet have. The existing interventions may be used to plan for the broad-based and long term interventions to eliminate the discriminatory practices against the Fuga minority group through mobilizing all stakeholders, not just those from the affected communities.

Findings from the discussions with the respective government structures in Gambella Region suggest that while overall collaboration exists between CSOs and the government, there is inconsistent follow-up from government institutions on on-going CSO interventions, an inactive government CSO forum, as well as lack of coordination among CSOs. On the other hand, the respondent from SNNPRS (BoFED) is of the opinion that while some CSOs are implementing projects that have real societal impact, some are not; and expressed reservations on the level of direct community participation. Like the federal one, the legislative and institutional framework in these regions too is control-oriented, but what is happening in practice seems to suggest that the environment is collaborative. Interestingly, most of the CSSP partner CSOs contacted during this mission claimed improved relations with the respective government officials, despite the above-stated opinion from the latter respondent.

The review team has learnt that the types and approaches of the CSSP Capacity Development Support Services exhibit unique features in being comprehensive and continuous compared with similar areas of supports from other financial sources. The most significant claims with regard to the level of transformation in the capacities of CSSP partner CSOs for Gambella and SNNP Regions include: increased level of understanding; appreciation and involvement on HTR; improvements in internal management including financial and human resources and others. Frequent turnover of trained staff has, however, negatively affected the expected results of CSSP facilitated CD support interventions in some of the visited CSOs. While some of the CSOs have other sources of financial supports, similar comprehensive capacity development support services (to CSSP) are non-existent.

While the HTR interventions seem to build inspiration and develop potential to continue the types of interventions, those CSOs specialized in similar actions exhibit visible lack of adequately organized socio-economic data to continue the initiated promotion towards inclusion of the marginalized community groups. The RR commends the initiative of CSSP and its partners to engage with universities such as Mizan Tepi University. Here, the aim is to investigate and scientifically establish prevalence and causes of the problem of epilepsy; develop a baseline; and propose mitigation strategy. This is a critical problem and the university as part of its community service objective has the responsibility to respond to it. However, the review team has observed that the research team is an all-male group and none of them are from the HTR target community.

The review team suggests that it is appropriate to continue the support for selected CSOs who are currently engaged in the promotion of the inclusion of marginalized portions of the community in the remaining period of implementation. Owing to this it is important to note that CSO-community relations is a subject that still has to evolve and build up on the emerging positive lessons. This is even more needed in CSO-HTR communities' relation. It is evident that CSO-HTR communities' relation is still essentially CSO driven and endorsed and monitored by local authorities. There is a need to focus on the institutionalization of HTR related initiatives and approaches into the government planning process. The development associations - including the umbrella organization (SEPDA) - remain critical entry points for promoting the institutionalization of HTR, due to the fact that they constitute the key administrative officials within their leadership structures. Continued support in strengthening and bringing the "Anti-Marginalization" models (being practiced by APED & HAD) to higher administrative levels helps to build on existing efforts and is much easier done within the remaining period than later, when the momentum created by CSSP's investments will have dissipated.

Dire Dawa, Harari & Somali (RBUE)



The results review team visited the different programmes/projects supported by CSSP in Eastern RBU from December 7-11 2015, covering Dire Dawa, Adele, Harar, Hamaresa, Gursum, and Jigjiga. They met with project target people, talked to implementing partners, and conferred with local and regional government authorities, and covered all three dimensions of the RR: impact and innovation for HTR (theme 1), relations between CSO and government as well as CSOs and communities (theme 2), and change in terms of capacity of CSOs (theme 3).

The team observed that projects being implemented by CSSP partners predominantly focus on improvement of livelihood, prioritising women, though other areas of intervention dealing with big issues such as prevention and treatment of mental ill health, tackling the problem of addiction to chat and its complements, and empowering marginalised communities, have also been undertaken. The RR team talked to beneficiary groups of six projects, and visited two projects. These included DDCA, SID-E, NED³ (IGA schemes) PAD (alternative childcare and local adoption and mental ill health), IISP (improving the situation of prisons and prisoners), HIAC (prevention from addiction of Chat and its complements), PWO (combating marginalisation) OWDA (water supply). The beneficiaries of the IGA schemes reported that the schemes have profoundly changed their life for the better. Our informants attributed the success to the assistance they got from the CSOs in terms of market assessment, provision of technical advice, provision of appropriate training, and supportive monitoring and encouragement. However, the role played by personal qualities – hard work, perseverance, innovativeness and prudence, etc, could not be underestimated.

In the group supported by SID-E, only 3 out of 60 beneficiaries discontinued the business, while in the one supported by DDCA, all the 16 beneficiaries succeeded to stay in business so far. Even more interesting was observing that four of the visited CSOs are engaged in implementing projects that deal with big issues such as mental ill health, chat addiction, social marginalisation and improving the standards of prisons. Despite the presumed difficulty of implementing such projects (probably owing to their novelty and deep-rooted cultural perceptions), the successes so far attained are remarkable. It has been possible to establish a Fund for Highly Vulnerable Children (HVC) and to select about 50 potential parents, in order to ensure the sustainability of the alternative childcare project of PAD. At the same time, the local government and the community are made to own the mental ill health project by establishing regional and local coalitions and advocacy institutions. The project on chat (of HIAC) has succeeded at least to make chat-associated social, economic and health problems an issue of public dialogue, while the members of some *Idirs/Afochas* have showed their support to the scheme by issuing a bylaw that prohibits serving of chat at mourning ceremonies.

IISP's interventions have also registered admirable results. Three aspects are especially impressive: the success in forging productive relationships with government offices; the institutionalization of the provisions of some basic services; and the raising of funds from local sources. All visited CSOs attribute their successes to CSSP's multidimensional support.

This is notwithstanding the fact that some activities of at least one project were found to lack clarity of purpose (DDCA's support for older people), while an activity of another CSO was inappropriate for the cultural context, attributable to the failure to base its design on baseline information (NED's Sexual and Reproductive Health activity). The project on marginalisation, though commendable, also seems to require a comprehensive baseline study in order to design a more viable intervention that would enable it to tackle the root causes of the problem.

Regarding theme 2, the team's visit to, and talks with, representatives of sector Bureaus – Women, Children and Youth Affairs; Health; Education; Labour and Social Affairs; Finance and Economic Development, etc - revealed that the relationship between the CSSP supported CSOs and these government sector offices is absolutely harmonious. The offices are well informed and cognizant of the contribution of CSSP in supporting CSOs that are supporting them. As shall be shown in the theme 2 report in more detail, the relationship of some CSOs (such as PAD, DDCA and JeCCDO in Dire Dawa, IISP in Oromia and Harari, Ethiopian Youth Network, Harari branch in Harari, and OWDA and others, in Somali) with the government bureaus, surpasses the act of playing their respective formal roles such as signing of operational agreements, planning and executing joint monitoring

³ We had no adequate time to hold discussion with beneficiaries of NED and could not say much about changes in their life.

sessions, etc. It is a rather more intimate collaboration based on mutual respect and partnership. In Dire Dawa a CSO has even received direct financial and material support from the City Administration and the Federal Charities and Societies Agency. This is despite the fact that some informants believed the “good” relationship resulted from the CSOs’ submissiveness, or willingness to do whatever the government bodies want them to do.

Regarding capacity change the review showed that there are positive changes in capacities similar to those described across the board of CSOs visited during the Results Review: in managing project finances, designing and delivering participatory projects, and decentralisation of power and team working systems. Changes of capacities in these areas across the partner CSOs are attributed mainly to: (1) the CD processes that CSSP follows (conducting capacity assessments, identifying and reaching agreement on the identified capacity gaps, preparing action plans in collaboration with the CSOs, and conducting regular mentoring and coaching activities according to the prepared action plan), and (2) the INSPIRE methodology CSSP employs and the regular following-up activities it conducts to see the actual implementation of inputs of its trainings, regular supportive monitoring activities using Appreciative Inquiry techniques, which encourages CSOs to reflect on what they have done well, and what they can even do much better.

Accordingly, the CSOs have either updated or developed new finance policies and manuals; developed separate procurement manuals; introduced decentralised finance management systems with delegations; got budgets approved by Boards; made purchases as per the procedures in the procurement manuals; started keeping comprehensive finances records using codes and updated software programme (Peachtree); kept budgets against project activities; made bank reconciliation properly; got payment vouchers and cash receipts printed ; and produced monthly, quarterly and yearly finance reports for reviews. They have also developed capacities in human and material resources as well. Because of CSSP’s CD grant-makings approach, they have employed educated and experienced project staffs. The CD intervention has also enabled them to own material resources needed for project design and delivery - vehicles, desktop and laptop computers, photocopy machines, LCDs, cameras and office furniture (chairs and tables). However, the change related to gender balance among the CSOs’ employees, especially in terms of number of women staff, and placement at decision making positions, was found to be below the expected.

Central Oromia (CBU)



The RR team held discussions with several target groups of people, concerned government officials and several staff members of CSOs. It witnessed that SASA!⁴, a new intervention to reduce violence against women and girls, and HIV, has obtained incredible acceptance by the wider community mainly because of the straightforwardness of its approach and relevance to the day-to-day life of women and men. SASA! has been able to bring women and girls to local meetings and public forums to the extent never experienced before. It has also unprecedentedly mobilized men and boys to help ensure the rights and dignity of women. Local government's attention and support for the success of the SASA! objective is highly encouraging. In particular, the local government expressed its eagerness to replicate the

SASA! approach to other Kebeles in the Woreda to address critical challenges (domestic violence, early marriage, abduction, rape and other abusive practices) facing women and girls which are rampant and widespread.

Many of the interventions the RR team reviewed are related to skills training and income generating schemes. The groups of people targeted mostly belong to hard to reach category including HIV/AIDS victims, vulnerable older persons, destitute mothers, people with disabilities, and victims of 'chat' addiction. The start-up phase of these interventions looks good but the remaining period activities determine their effectiveness and sustainability. In some instances, experience of the partner CSOs to implement income generating schemes that have significantly changed life of the poor is yet to be examined. Support of the local government is somehow observable. However, looking into the nature of these income generating interventions, more support is required from local governments particularly in terms of facilitating working and marketing places for the target groups of people.

The other intervention reviewed by the team is the recovery centre, which is relatively a recent initiative managed by Addis Ababa Women's Association. The centre is serving mainly poor women and girls who are abandoned survivors of domestic violence, rape, unwanted pregnancy and other forms of abusive practices. The centre is very crucial in the midst of increased number of women and girls (sometimes also boys) who suffer from violence and abuses with no means of rescue whatsoever. The centre is small and provides psycho-social and legal services to the victims in addition to providing shelter, food and health related services. Given the background of people coming to the centre, additional accompaniments are required to help them become productive, self-reliant and assertive citizens after recovery.

With regard to CSO-Government relations, the RR team understood that all parties - the government, CSOs and their donors - have gained a rich experience in the nature/intension of the proclamation and have been coping with the law. There is a claim that the working relations and cooperation between CSOs and the government has improved due the clarity created by the NGO/CSO proclamation, increased transparency of CSOs and improved capacity of the government offices. However, there is still mistrust and the government doesn't appear to accept fully CSOs as a genuine development partners. There is difference (intended or unintended) among government officials at different levels. The understanding (positive or negative) is basically based on individual differences/perceptions rather than institutional behaviours.

There is variation among CSOs and their networks in terms of relating to local government structures. The case of the Network of Ethiopian Civil Society Organisations of Oromia (NeCSOO) has been identified as modelling good practice. This has been mainly due to the focus of NeCSOO on issue-based engagement with the regional government (e.g. women, children, youth, older people, climate, etc.) rather than the usual progress reporting and monitoring of the work of CSOs. The major contribution of CSSP to improve working relations and cooperation with government is mainly through capacity development measures (financial systems development, leadership training, innovative ideas and issues through SPG) to the local emerging CSOs because this has enhanced both the credibility and attractiveness of civil society to government stakeholders.

The RR team also reviewed the CSSP Capacity Development support contributions to partner CSOs. Findings from this specific review shows that the CSSP CD support services contributed to bringing significant

⁴ Developed by Raising Voices in Uganda, SASA! is an approach to achieving women's rights which is being implemented to different degrees in 60 countries. It adopts an approach which invites women and men to reflect on power, how it is used and how everyone can benefit from equality.

changes in the capacities of target CSOs. More specifically, visible changes are reported in the capacity scales⁵ related to financial management, leadership and governance and level of familiarity on Hard To Reach issues, while the perceived level of achievements in the areas related to resource mobilization and effective dialogue with the government still require additional efforts for improvements. While commendable efforts and opportunities to developing models of good practices were witnessed in the local resource mobilization of Mekedonia, and towards promoting policy dialogue through research undertakings and facilitating discussion forums by Forum for Social Studies (FSS), both seem to require further support to develop into a good model for learning.

The RR team also learnt that Ethiopian charities and societies are faced with limitations for external financial sources, and that engagements on local mobilization are still at its enfant stage. In effect, most within this category continue to limit their activities specifically on advocacy and rights issues, calling for continued support from the CSSP towards promoting innovative ways for better survival.

⁵ CSSP adopts a capacity change scale (like a scorecard) for tracking changes in five priority areas of CSO capacity. These are facilitated by an external consultant. Both consultants are also part of the RR team.