Tigray CSOs Landscape Assessment Report

Submitted to: Alliance of Civil Society Organizations of Tigray (ACSOT)

Consultant Service Providers

Institution: PUM Consultancy Service on Social Science PLC

November 27, 2024

Mekelle, Ethiopia

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ACSOT and NED

Collaborative Efforts in Rebuilding Civil Society in Post-Conflict Tigray

The recovery of Tigray post-conflict necessitates strong Civil Society Organizations (CSOs) to meet urgent societal needs and promote lasting peace. The Alliance of Civil Society Organizations of Tigray (ACSOT), with support from the National Endowment for Democracy (NED), is undertaking a crucial initiative to evaluate the current CSO landscape and create a roadmap for rebuilding and empowering these organizations.

ACSOT: Championing Civil Society in Tigray
ACSOT is a coalition of over 130 national and regional CSOs dedicated to enhancing civil society in Tigray. Founded in 2007 and re-registered under Ethiopia's CSOs Proclamation No. 1113/2019, ACSOT focuses on capacity building, advocacy, resource mobilization, and fostering a supportive environment for its members.

As the project implementer, ACSOT leverages its local expertise and understanding of Tigray's CSO landscape. Its extensive network positions it to lead this transformative initiative in partnership with regional stakeholders.

The National Endowment for Democracy (NED)
The National Endowment for Democracy (NED) has been a key player in promoting democracy and civil society globally since 1983, providing thousands of grants to support democratic values. As the main donor for this project, NED's support highlights its commitment to strengthening democratic processes and revitalizing CSO ecosystems in post-conflict areas like Tigray.

Project Overview
This initiative aims to:
Assess the Current CSO Landscape: Document and analyze the status, capacities, challenges, and contributions of Tigray's CSOs to identify strengths and gaps.
Create a Rebuilding Roadmap: Develop a comprehensive plan based on the assessment findings to guide the rebuilding of CSOs, emphasizing capacity development, partnerships, and sustainable governance.

Stakeholder Engagement and Methodology
The project's success relies on engaging diverse stakeholders, including CSO leaders, community members, government, and international partners. Robust data collection methods will ensure inclusivity and actionable outcomes.

Strengthening Tigray's Recovery Together
The partnership between ACSOT and NED illustrates the effectiveness of collaboration in tackling post-conflict challenges. ACSOT's local leadership combined with NED's global expertise aims to revitalize Tigray's civil society.

Disclaimer

The contents of this report do not necessarily reflect the views of the National Endowment for Democracy (NED). They represent the independent findings and conclusions of the Alliance of Civil Society Organizations of Tigray (ACSOT) as the implementer of this initiative.

EXECUTIVE SUMMARY

This study assessed the current landscape of Civil Society Organizations (CSOs) in Tigray, with a particular focus on their role in the post-conflict rehabilitation and reconstruction of the region. Through a combination of descriptive qualitative and quantitative research approaches, the study aimed to understand the operational realities of CSOs and to inform the development of a roadmap for their rebuilding and strengthening in the aftermath of the conflict.

The qualitative aspect of the research involved key informant interviews (KKIs) and focus group discussions (FGDs) to evaluate the external legal, social, political, and economic environments in which CSOs operate. This approach helped identify both the opportunities and challenges facing CSOs, including legal viability and prevailing barriers. Data collected through this method were analyzed using an iterative thematic approach, ensuring validity through data triangulation. Additionally, the study involved a quantitative survey of 104 actively operating CSOs, which provided data on the organizations' basic profiles, capacity statuses, and damages sustained during the conflict. This data was used to map Tigray's CSOs, assess their internal organizational capacities, and gauge the extent of physical and operational damage. The quantitative data were summarized in frequency tables and graphs, while mean scores and standard deviations helped evaluate capacity gaps across thematic areas.

The findings underscore that Tigray's CSOs have a dual mandate: they promote good governance and address community needs, including humanitarian assistance and development services. These organizations are crucial to the region's recovery, but they face considerable operational and contextual challenges. While the legal environment for CSOs has improved since the 1113/2019 Proclamation, confusion over jurisdiction between governmental bodies in Tigray complicates accountability and administrative processes. The fragmented political landscape further hinders effective collaboration, as government officials tend to prioritize their own agendas over partnership with CSOs. There is also a common misconception of CSOs, with many perceiving them primarily as aid providers, rather than as advocates for governance and democratic reform.

Economically, CSOs are heavily reliant on external funding, which is increasingly constrained due to rising operational costs and logistical challenges, especially in rural areas. This dependency on international funding channels restricts their ability to mobilize local resources and diminishes their long-term sustainability. Additionally, limited networking opportunities inhibit CSOs from forming effective partnerships, sharing best practices, and accessing new funding sources.

Despite these challenges, the study highlights the potential for improved collaboration and resource management in the post-war context. However, the scale of the humanitarian crisis and extensive infrastructure damage presents significant hurdles. The assessment also reveals that the organizational capacity of CSOs in Tigray is moderate, with several areas requiring improvement. Key weaknesses identified include poor fundraising strategies, insufficient human resource management systems (particularly in training and performance evaluation), and critical gaps in logistics capacity, such as procurement, storage, and transportation. Both physical infrastructure and ICT systems are below the minimum capacity thresholds, further limiting the effectiveness of CSOs.

In conclusion, the study stresses that while Tigray's CSOs show some capacity to address community needs, significant improvements are necessary in areas like fundraising, human resources, logistics, and infrastructure to ensure that they can effectively contribute to the region's recovery and long-term development. By addressing these capacity gaps, CSOs can enhance their operational effectiveness,

strengthen their role in post-war reconstruction, and play a more meaningful part in fostering good governance and democratization in Tigray.

Based on these findings, the researchers recommend a comprehensive strategy for rebuilding and strengthening CSOs in Tigray. This strategy should focus not only on fortifying the internal capacities of CSOs but also on creating an enabling legal and institutional environment. Key recommendations include strengthening stakeholder engagement, promoting inclusivity and gender equality, and fostering the core values of good governance and accountability. Additionally, efforts should be made to build stronger partnerships with government bodies, local communities, donors, and international partners, ensuring that CSOs can play an active and impactful role in the post-war rehabilitation and reconstruction of Tigray.

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1. STATEMENT OF THE PROBLEM

The role of Civil Society Organizations (CSOs) in postwar/conflict settings is critical to the process of rebuilding societies, fostering social cohesion, and promoting human rights **(**World Bank. 2022**).** This is particularly true in the case of Tigray, Ethiopia, where the region has experienced devastating effects from a brutal conflict that began in late 2020. Despite the significant contributions that CSOs make to humanitarian relief, peace building, and governance, the landscape of CSOs in Tigray remains underexplored and poorly understood, leaving key challenges unaddressed and opportunities untapped.

According to United Nations Office for the Coordination of Humanitarian Affairs (OCHA) (2021), in the wake of the Tigray conflict, the region faces immense challenges: widespread displacement, infrastructure destruction, human rights violations, and deep political divisions. Dawit and Yohannes (2023), in their systematic review, concluded that the 'war' in Ethiopia's Tigray regions resulted in mass atrocities, death and displacement of civilians, with the blockades and lack of access to basic amenities causing human suffering. Further, the researchers reported that the war and the subsequent humanitarian crises led to long lasting destructions of the regions social structures, economies and infrastructures.

CSOs in Tigray have been at the forefront of humanitarian relief efforts, providing vital aid, supporting displaced communities and advocating for human rights (Mekonnen, 2021). However, these organizations face a range of challenges that hinder their effectiveness, including a lack of resources, threats to their security, government restrictions, and the complex political dynamics of the region. Furthermore, international support for CSOs in Tigray has been inconsistent and often contingent on political considerations, further complicating their ability to operate effectively (Pike, 2020)**.**

The role of CSOs in postwar recovery in Tigray is also hindered by the fragility of the region's governance structures and the political context. While CSOs play a crucial role in promoting peace-building, social justice, and accountability, they operate in a tense environment where state actors, humanitarian agencies, and local communities all have different expectations and priorities. This makes the work of CSOs particularly complex and vulnerable to political

pressures, especially when their activities challenge prevailing power structures or advocate for justice for war crimes and human rights violations (Yemane, 2021).

Moreover, the landscape of CSOs in Tigray is highly fragmented, with a mix of large, international NGOs, smaller local organizations, and grassroots movements that often have limited capacity and face operational difficulties. While many local organizations are deeply embedded in the community and possess crucial knowledge of local needs, they struggle with limited funding, administrative capacity, and access to security and logistical support. International NGOs, on the other hand, bring more resources but may struggle with credibility and local acceptance, particularly if they are seen as politically aligned with certain factions (Tigabu, 2021).

Given these complexities, there is a critical need to study the landscape of CSOs in Tigray to understand better the operational challenges they face, the opportunities for improving their impact, and the ways in which they can contribute to long-term peace and reconstruction efforts. Such a study would provide valuable insights into how CSOs can effectively navigate the political, social, and economic challenges in the region, and offer recommendations for strengthening their capacity to support the recovery and rebuilding of Tigray.

Without a comprehensive understanding of the unique context in which CSOs operate in Tigray, interventions aimed at supporting them may be misaligned or ineffective. A more thorough examination of the CSO landscape is therefore essential to ensure that these organizations can continue to play a transformative role in the region's recovery, addressing both the immediate humanitarian needs and the longer-term goals of justice, peace, and sustainable development

1.1. Objectives

1.1.1. General Objective

The main objective of this project is to assess the current landscape of civil society organizations (CSOs) in Tigray and use the findings to inform the development of a roadmap for rebuilding CSOs in the post-conflict context.

1.1.2. Specific Objective

The specific objectives of the research are to:

1. Map civil society organizations (CSOs) in Tigray.
2. Assess the impact of the war on Tigray CSOs.
3. Evaluate the external operating environment of Tigray CSOs.
4. Assess the internal organizational capacities of Tigray CSOs.
5. Develop a rebuilding roadmap for CSOs in Tigray within a post-conflict context.

1.2.Methodology

1.2.1. Data type, Data Source and Sampling

1.2.1.1. Data Type

In this assessment, qualitative and quantitative data were collected to define the existing landscapes of CSOs in Tigray. The qualitative data primarily focused on the external operating environment. The qualitative assessment was primarily focused on pinpointing the major areas opportunities and challenges that CSOs face in operating to achieve their goals and contribute to achievement of higher order goals. To be precise, the qualitative data were collected to assess the favorableness of the legal and regulatory environment, which includes the inclusiveness, transparency and accountability in the CSOs governance, registration processes and requirements; applicable laws and regulations, laws and regulations governing fund raising and financial sources.

Furthermore, this research collected qualitative data on the socio-economic and political landscapes; and how these factors affect the well-being of CSOs particularly as they emerge from the conflict. Likewise, the study used qualitative data focusing on how the localization process is progressing. Finally, this study collected qualitative data pertaining to the strengths and weaknesses of CSOs corresponding to the major thematic capacity areas. The qualitative data was also used as evidence of existence and/or absence corresponding to the thematic area rated. The qualitative data have been used in generating recommendation to improve the capacity level of the thematic area rated on measurement scale.

In this study, quantitative data corresponding to three major areas were collected. In the first part, quantitative data collected were collected to map civil society organizations in Tigray. In the second part, data to define the existing internal landscapes of the CSOs were collected. These data have been used to assess the exiting organizational capacities of the CSOs. To be specific, the study collected quantitative data on the existing organizational capacities pertaining to the

major and thematic capacity areas of Civil Society Organizations as indicated in the capacity breakdown adopted. In the third part, the study collected damage related data to obtain insight on the damages inflicted by the conflict on the civil society organizations in Tigray.

1.2.2. Data Collection Instruments and Sources

1.2.2.1. Qualitative Data Collection Instruments and Source

The qualitative data pertaining to the external landscape of the CSOs were collected from primary and secondary sources of data. The primary data were collected through key informant interviews (KIIs) and focused group discussion (FGD). The purpose was to generate deep and rich data from participants with high level of knowledge on the issue meriting the use of KII and FGDs. The techniques also helped to generate large amount of data in relatively shorter time span and help illuminate differences in perspectives. The secondary data were collected by consulting publications, reports and researches on the subject at hand.

1.2.2.2. Quantitative Data Collection instruments and Sources

Semi-structured survey questionnaire (Organizational Capacity Assessment Tool) was used to generate quantitative and qualitative data representing the different aspects of organizational capacity of the CSOs surveyed. The data collected using the semi-structured survey questionnaire was used to generate data for mapping CSOs, assessing existing organizational capacities and assessing damages. The qualitative data generated through this instrument were used as supportive evidence for the existing or missing capacity corresponding to the thematic areas. In addition, the qualitative data were used in soliciting recommendations to improve capacity gaps of the CSOs surveyed. The semi-structured tool that was used for survey is annexed in this document.

1.3.Sample Size Determination and Sampling Technique

1.3.1. Number of Focused Group Discussions and Size of KII & FGDs

There is no theoretical cut-off point that determines how many times a researcher should run focused group discussions while designing research methodology. However, the researcher/s should continue running FGDs until a clear pattern emerges and subsequent groups generate only repetitious information. Moreover, there is no universally agreed “optimum” number of

participants in a Focused Group Discussions. Manageability, scope for entertaining variety of perspectives and room for fragmentation and rate of non-participation should be carefully considered while determining optimum number of participants. Krueger and Case (2000) recommend the number of participants to be in between six and eight.

The researchers planned to run two FGDs. However, however, one focused group discussion was undertaken due to lack of interest on the part of the target participants, particularly those representing international and UN organizations. Despite of this, the research collected all the necessary data in relation to the objectives of the study. Furthermore, the study held 15 KIIs among drawing participants from CSOs and relevant government authorities carefully selected based on their expertise knowledge, experiences and relevance with a view to gain insight on their perspectives, priorities, and relationships.

1.3.2. Survey Sample Determination and Sampling Techniques

According to the data from ACSOT, there were 323 registered CSOs operating in Tigray Regional State. The study aimed at surveying all CSOs presumed to be operating in Tigray. However, the number of CSOs, which were found actively operating, was significantly smaller than the officially registered CSOs. Hence, excluding few active CSOs and yet refusing to give information, the survey managed to collect data from 104 CSOs organizations across Tigray.

1.4.Target Respondents for the Survey

This study collected the qualitative and quantitative data from the General managers/Executive Directors of the CSOs. This is because general managers/executive directors, by verge of their position, have the advantage of holistic understanding of the capacities their organizations far more than the functional and/or technical experts do.

1.5.Methods of Data Analysis and Presentation

1.5.1. Qualitative Data Analysis and Presentation

The qualitative analysis was iterative. Inferences were drawn through interpretation, and their validity were assured through data source triangulation. Finally, the empirical data of the research were tested against the normative framework, and then concluding remarks and implications have been generated.

Analysis of data collected using KIIs and FGDs consists a number of stages, including transcribing, examining, categorizing and identifying major and recurring themes and patterns. However, undergoing through all these stages without a clear focus on the purpose of the study is less likely to generate useful information considering the techniques inherent capacity to produce large amount of data. Hence, data analysis were performed with clear picture of the purpose of study across all the stages to get rid of extra and irrelevant information.

This research employed thematic approach to qualitative data analysis. The approach allows themes to develop both from the narratives of the respondents and from the research questions. Data using this approach was analyzed under different stages. Analyzing data begun during data collection- during the facilitation of the interviews, observational note taking and typing recorded information. Next, data were analyzed at the familiarization stage. The researchers listened to tapes, read transcript and observational and summary notes several times to generate major and recurring themes. The next stage was identifying a thematic framework. This was accomplished by writing memos on the margin of the texts, which takes the form of phrases, ideas and concepts emerging from the text. This stage generated descriptive statements. Once descriptive statements were generated, the data analysis process continued with indexing. Indexing comprises sifting data, highlighting and sorting quotes and making comparison within and between cases. The fourth stage was charting, which involves lifting the quotes from their original context and rearranging them under newly developed thematic content. The final stage of the analysis process was interpretation of data. At this stage, interpretation was carried out based on common criteria, including words, context, internal consistency, frequency and extensiveness of comments and specificity of comments.

1.5.2. Quantitative Survey Data Analysis

Aggregated average capacities of CSOs surveyed throughout Tigray was used to determine the capacity status of the CSOs at major capacity, thematic areas and corresponding dimensions. A Critical Capacity Index falling below “3” indicates that the CSOs have serious capacity gaps that demand focused attention for improvement. Moreover, standard deviations for each dimensions corresponding to major and thematic capacity areas of the CSOs were computed to measure how uniformly capacity gaps spreads across the civil society organizations in Tigray. The results of analysis have been presented using frequency distributions, spider web and radar charts to

provide opportunity for visualization. Data analysis was performed using Excel and SPSS software. The following formulas were used to calculate relevant statistics for processing the quantitative data.

Averages for each CCC were calculated as $\mu = \frac{\sum_{i=1}^{N} x_i}{N}$ and standard deviations were computed as $\sigma = \sqrt{\frac{\sum_{i=1}^{N} (x_i - \mu)^2}{N}}$. In addition, the statistics of each thematic capacity areas were calculated by taking the averages of each CCCs as observations. The mean thematic area was calculated as $\mu_{TA} = \frac{\sum_{i=1}^{m} \mu_i}{m}$ and standard deviation of $\sigma_{TA} = \sqrt{\frac{\sum_{j=1}^{m} (\mu_j - \mu_{TA})^2}{m}}$ where: μ_{TA} represents the mean capacity at thematic area level, μ_i represents average of CCC, σ_{TA} represents standard deviation, and m represents number of CCs at thematic area level.

Similarly, the averages and standard deviations at major capacity areas were calculated as $\mu_{MC} = \frac{\sum_{k=1}^{p} \mu_{TAk}}{p}$ and $\sigma_{MC} = \sqrt{\frac{\sum_{k=1}^{p} (\mu_{TAk} - \mu_{MC})^2}{p}}$, where μ_{MC} represents the mean at major capacity level, σ_{MC} represents standard deviation at major capacity level, μ_{TAk} represents mean for kth thematic area, σ_{TAk} represents standard deviation for kth thematic area within the major capacity area under investigation; and p represents the number of thematic areas within the major capacity area under investigation. The above procedure was followed to calculate the average and standard deviation of the overall capacity of the CSOs.

1.6.Field Work

1.6.1. Qualitative Data Collection

The consultants were engaged in qualitative data collection through key informant interview and the FGD. The consultants were also engaged in transcription of the qualitative data. Moreover, the consultants were responsible for document reviews..

1.6.2. Quantitative Data Collection

In this study, 4 supervisors and 10 experienced enumerators were involved to collect survey data using digital semi-structured questionnaire. To ensure that high quality data is collected, the consultants provided rigorous training to the enumerators and supervisors. The training covered the following topics:

- Purpose of the assessment
- The protocol and procedures of data collection
- How to use the Semi-structured questionnaires or the tool prepared to collect data.
- How to apply and collect data using digital data collection applications (KOBO) and
- Individual interview and facilitation skills

The training events were used for pre-testing and fine-tuning the tools and testing the surveying of eligible participants before applying it to actual data collection.

1.7. Rebuilding Roadmap

The findings of this research are organized and presented in a format that is convenient for the subsequent phase of this consultancy service. The existing landscape of the CSOs were summarized by highlighting the findings on the major opportunities and challenges impeding the organizations to operate; and summarizing the strengths that should be capitalized and weaknesses that should be overcome to enable the CSOs operate efficiently and effectively to achieve their goals and contribute to higher order goals. The major conclusions drawn from the major findings are used to propose short, medium and long-term recommendations that will enhance the vitality of the civil society organizations of Tigray in the post war context of Tigray.

1.8.Rebuilding Roadmap Development Procedures

The findings of the study have been presented in such a way that is convenient for a step-by-step process of developing CSOs rebuilding road-map in Tigray. To be sure, the report was convenient for the following procedures of developing CSOs rebuilding roadmaps of Tigray.

1. **Identification of major gaps, opportunities and areas requiring attention**

Under this stage, the consultants summarized purpose of the assessment, and review all information collected and analyzed. This summary helped to develop SWOT matrix with respect to Civil Society Organizations.

2. Identification of strategic themes for CSOs

Under this phase, the consultants used the findings on the opportunities and challenges facing CSOs to identify and define major themes to which the operational and programming efforts should be directed to maximize their contributions to addressing humanitarian challenges, postwar recovery and sustainable development in the post-war context.

3. Identification SMART Strategic Objectives to achieve the strategic results

This step translated the strategic themes into strategic objectives including identification of strategic initiatives required to achieve the strategic objectives and themes. The following table is used in developing strategic objectives.

Item	Description
Summary	
Derive Strategic Objectives from Strategic themes	
Sector Priorities	
Scenarios	
Gender and Inclusiveness	

4. Develop Strategic Objective

The consultants identified strategic objectives that will enhance the organizational capacities of CSOs driving the value creation process to achieve the strategic objectives for achieving the strategic themes. The consultants used the findings and information on the strengths and weaknesses in framing these strategic objectives.

2. CONCEPTUAL FRAMEWORK

2.1. General Background

Civil Society Organizations continue to mushroom and their influence over the different aspects of the social and political processes has been growing at an unprecedented pace through the world partly due to the effects of globalization, shift in development paradigm; and the unabated natural and man-made humanitarian crises. Consequently, they have become formidable instruments in responding to humanitarian situations, development processes, and sustainable peace building efforts throughout the world.

2.1.1. Conceptualizations

i. Organizations

Different authors and international institutions, depending upon the purpose at hand, have conceived organizations differently. For our purpose, organizations are conceptualized as open human systems whose functioning is dependent on the functioning of their parts and relationships between the parts, and the quality of interactions with their external environment to achieve shared organizational goals as well as instrumental goals. The term instrumental is deliberately used to indicate that organizations should contribute to the achievement of goals of bigger systems- earlier in this case, national, regional and global goals. Furthermore, it is critical to highlight the issue of changing internal and external environments of organizations. This in turn indicates that organizations should be able to become cohesive and improve their capacity to achieve their goals by addressing the changes in both environments.

ii. Viable/feasible Organizations

The conceptualizations above are generic to all types and sizes of organizations and do not, however, reflect the viability of an organization. For our purpose, viable organizations refer to those organizations that exercise continuing autonomy in defining their self-identity, applying self-direction; maintaining self-governance and self-organizing in achieving shared-organizational and higher order instrumental goals in light of the changing internal and external operating environment. These organizations continuously improve their organizational capacity to engineer their environments in such a way that they create alignment to the organizational purposes to the most possible extent; and/or developing organizational capacity to ensure that

they are adaptable to the changing environment. In essence, viable organizations are proactive and flexible organizations that undergo through continuous organizational capacity initiatives to improve their performance and contribute to the fulfillment of the goals of bigger systems. In short, viable organizations are proactive and flexible organizations with freedom for exercising the creation of self-identity, self-direction, self-governance and self-organizing through evolving organizational capacities and growing influence over the external environment to perform/achieve their goals and contribute to the achievement of higher order goals.

iii. Organizational Capacity

For our purpose, organizational capacity is the competence of an organization to combine and use its resources, systems and processes to perform. The organizational capacity of an organization results from the combined functioning and relationships of organizational resources and organizational parameters. The resources of an organization include human, intellectual, physical and infrastructures. The organizational parameters include structure, processes, management, leadership etc. Higher capacity contributes to the viability of an organization in terms of its ability to exercise its freedom to create its self-identity, allow self-direction, self-governance and self-organization by influencing external environmental odds to its favor (proactive) and/or allowing it to be more flexible in responding to changes in the environment in its effort to achieve goals (adaptive).

iv. Organizational Capacity Assessment

As briefly described above, viable organizations are those that have higher capacity to perform and contribute to the achievement goals of bigger systems. To this effect, organizations are increasingly required to assess their existing capacity status as a way of to not only reflect on their current position but also install efficient and effective measurement systems to promote effective leadership and management. It refers to systematic process of determining the current capacities of organizations. The principle that you cannot manage if you cannot measure is one driving factor for undertaking organizational capacity assessment. Besides, organizational capacity assessment serves a number of needs including, planning priorities and measuring progress and allowing for management consensus pertaining to capacity and hence encourages the taking of actions for change. In short, organizational capacity assessment enables organizations to evolve consciously.

v. Civil Society Organizations (CSOs)

For the purpose of this study, the term civil society organization (CSO) is conceptualized as set of formalized group of individuals organized for non-profit objectives, and are independent of government. For the purpose of the research, CSOs include associations, board-led organization, charitable endowment, charitable trust and charitable committee.

vi. CSO Landscape

The CSO landscape refers to the external operating environment presenting opportunities and/or challenges to the operations of the CSOs; and the internal operating environment constituting organizational resources and parameters that interact with each other to determine the organizational capacities that either reinforce or constrain the viability of the CSOs. The quality of interaction of the internal and external environment determines the abilities of CSOs to achieve shared organizational goals and higher order instrumental goals of bigger systems.

2.2.Brief History of Tigray Civil Society Organizations (CSOs)

The history of Civil Society Organizations (CSOs) in Tigray reflects the broader socio-political changes in Ethiopia throughout the 20th century. During the feudal monarchy, which dominated until the 1974 revolution, CSOs began to emerge, including professional groups and chambers of commerce, benefiting from a relatively open environment that allowed for some freedom and professionalism.

However, the rise of the Derg regime- Marxist ideologue and military dictator- in 1974 and ousted in 1991, ushered in an era of repression of civil society organizations founded by independent civilians. Instead of opening up space for independent civil society organizations, the Derg established heavily politicized youth, women and farmers associations primarily to serve state interests, lacking true independence and professionalism (Clark, 2000).

Following the overthrow of the Derg in 1991, the government led by Ethiopian People's Revolutionary Democratic Front (EPRDF) opened a relatively conducive space for NGOs and CSOs, particularly for this engaging on relief, rehabilitation, service delivery, and advocacy. The adoption of the 1995 Federal Democratic Republic of Ethiopia Constitution and the establishment of regulatory frameworks further supported the evolution of civil society, leading

to the proliferation of organizations dedicated to development and human rights (Pro-just Research and Training Center PLC (2020) as cited in Abera, H. W. and Kurabachew, T. D. (2021).

According to CRDA (2006), in 1995 the improvement of the regulatory framework, particularly the formulation of NGOs Guideline and the registration mandate given to the Ministry of Justice contributed a lot to the flourishing of Civic society associations embracing both the development and right components in values and strategies. Consequently, before the enforcement of the Charities and Societies Proclamation No 621/09, there were "120 organizations (identified as Civic Associations) working countrywide in awareness-raising on civil rights and obligations, Human Rights, the Rule of Law, Civic and Voters Education (UN Ethiopia,2016).

However, the introduction of the Charities and Societies Proclamation No. 621/09 in 2009 marked a turning point, imposing severe restrictions on CSOs, particularly those organizations working on politically sensitive issues, human rights, and rule of law, including gender, democracy and children's rights. Many organizations found themselves under tight control, leading to a dichotomy where those aligning with government policies could thrive, while others faced significant challenges. Consequently, advocacy organizations active on democracy and human rights before the implementation of the proclamation hardly engage on democracy and human rights. Most CSOs confined their interventions to provision of legal aid, training and civic education, monitoring human rights violations and elections; and advocating for the rights of specific Ethiopian groups. With the law making it difficult to raise funds from local and international funders, many of the CSOs ended up closing their branch, rebranding and/or switching to other activities.

Before the holding of the general election in 2010, the operating environment of CSOs worsened with the government issuing several restrictive laws, including the Mass Media and Access to Information Proclamation No. 590/2008, the Anti-Terrorism Proclamation No. 652/2009. Likewise, the government amended the electoral law in 2007 restricting the activities of the CSOs in the election process, stating that CSOs interested to conduct election monitoring and/or voter education are required to obtain a specific license.

In Tigray, many CSOs originated during the liberation struggle, in which the Tigray People's Liberation Front (TPLF) initiated its own politically motivated CSOs. These CSOs engaged on addressing pressing social issues and humanitarian crises in the TPLF controlled areas. In the aftermath of the downfall of the Derg, these organizations shifted their focused to charity and development interventions in alignment with government policies and thus benefiting from government support. These organizations perceived as agents of socio-economic development have been operating in harmony with state initiatives. The CSOs environment, particularly for party unaffiliated CSOs, of Tigray was by far the most restrictive before and after the promulgation of the Charities and Societies Proclamation No. 621/09 in 2009.

However, more or less independent CSOs in Tigray began to flourish following mass uprising in the post 2005 general election. Elders, especially Catholic Church Bishops, and elites from local CSOs sensed the need for networked and organized CSOs to play their role in promoting positive psychology, understanding, humanity and good governance, particularly in Tigray region. Consequently, the Alliance for Civil Society Organizations of Tigray (ACSOT) was established in 2005 with the aim of strengthening the networking and alliances of local CSOs and building the capacities of the member CSOs. Currently, ACSOT is a network of 72 local Civil Society Organizations.

In 2019, the Ethiopian government proposed a new proclamation (No. 1113/2019) aimed at expanding the role of CSOs in advocating for human rights and democracy. However, escalating tensions between the Tigray Regional Government and the federal government culminated in conflict in November 2020, which devastated the region's socio-economic fabric and led to widespread atrocities. In response to the humanitarian crisis, the number of CSOs in Tigray surged, with many new organizations focusing on humanitarian aid and human rights, aligning their values and strategies with urgent humanitarian needs. This evolution reflects a significant shift in the role of civil society in the region, emphasizing resilience and the urgent need for advocacy amid ongoing challenges.

2.3.Roles and Challenges of Civil Society Organizations in a Postwar Context

2.3.1. Post Conflict Reconstruction and Development

One of the lenses with which the postwar/conflict roles of CSOs can be visualized is African Union's Post Conflict Reconstruction and Development Approach (PCRD). The Post-Conflict Reconstruction and Development is a comprehensive set of measures that seek to address the needs of countries emerging from conflict, including the needs of affected populations; prevent escalation of disputes; avoid relapse into violence; address the root causes of conflict; and consolidate sustainable peace. PCRD is conceived within the African vision of renewal and sustainable development and while its activities are integrated, and many must be pursued simultaneously, they are envisaged in the emergency (short-term), transition (medium-term) and development (long-term) phases. The scope of these activities encompasses six indicative elements, namely: security; humanitarian/ emergency assistance; political governance and transition; socio- economic reconstruction and development; human rights, justice and reconciliation; and women and gender (African Union, 2016). Accordingly, the role Civil Society in PCRD defined in Art 20 of the PSC Protocol, which "encourages non-governmental organizations, community-based and other civil society organizations, particularly women's organizations, to participate actively in the efforts aimed at promoting peace, security and stability in Africa", provides a mandate for the engagement of non-state actors in PCRD processes and activities. Civil society actors, as defined by the ECOSOCC statute, should therefore be involved in PCRD activities at all levels, as a way of complementing the capacity of state actors

Similarly, different authors generally argue that civil society organizations (CSOs) play a vital role in promoting good governance, transparency, accountability, and responsiveness. These organizations are expected to contribute to governance by engaging in policy analysis, advocacy, monitoring government actions, and gathering public opinion. Additionally, CSOs empower citizens to express their democratic values and beliefs. They also build social capital, support marginalized communities, and participate in peace-building and development efforts aimed at improving societal well-being. As highlighted by authors like Salamon and Anheier (1997), Fukuyama (1995), and the OECD (1995), CSOs are essential actors in the creation of a robust civic and social infrastructure that underpins democratic societies.

International institutions, such as the World Bank, recognize CSOs as key partners in the fight against poverty, positioning them as intermediaries between aid providers and marginalized communities. Veltmeyer (2008) argues that development should be approached through a paradigm that emphasizes "popular participation" and grassroots self-development, with CSOs at the center. While CSOs were initially seen as humanitarian aid providers and advocates for human rights, their role has expanded to include significant contributions to economic growth and social stability. Civil society has emerged as an essential "third sector" complementing the public and private sectors, with an expanded role in strengthening democratic institutions (Hermoso and Luca, 2005).

CSOs are particularly important in peace building and post-conflict recovery, where they engage in disarmament, demobilization, and rehabilitation (DDR) processes. These activities are crucial for establishing peaceful societies, and CSOs are recognized as key players in these efforts, alongside community-based organizations (CBOs). John (2006) suggests that economic development and CSO engagement in governance and capacity-building are complementary, as transparency and accountability are essential for both peace building and sustainable economic growth. The evolving role of CSOs, as facilitators, conveners, and advocates, has been acknowledged by the World Economic Forum (2013), highlighting their transformative influence societal challenges, alongside the growing involvement of the private sector and faith-based organizations.

From conflict management dynamics, CSOs have been highlighted as a critical mediator that can bring citizens, donors, policymakers, local businesses and other stakeholders closer to operation CSOs engage with a range of stakeholders mentioned in the previous sentence, multiple stakeholder management is a very visible feature of CSOS operation (Karco, Ica and Munro ,2022). Generally, CSOs play significant role in:

- **Rebuilding Social Cohesion and Trust**

Civil society organizations (CSOs) play a critical role in fostering reconciliation and rebuilding trust among communities affected by conflict. They can facilitate dialogue between different groups, promote peace-building initiatives, and work to heal divisions caused by war.

- **Advocacy and Human Rights Protection**

CSOs serve as advocates for human rights, ensuring that the rights of vulnerable populations are upheld in the postwar period. They can monitor and report human rights abuses, push for accountability, and advocate for the implementation of policies that protect civilians.

- **Humanitarian Support and Service Delivery**

In the aftermath of conflict, CSOs often take on the responsibility of providing essential services such as food, healthcare, education, and psychosocial support to affected populations. They are crucial in addressing the immediate needs of communities and helping them recover from the war's impact.

- **Economic Recovery and Development**

CSOs often work to stimulate local economies by providing support for small businesses, offering skills training, and facilitating access to resources and markets. They can play a key role in addressing economic displacement and promoting sustainable development.

- **Policy Influence and Advocacy for Governance Reform**

CSOs are important actors in shaping postwar governance. They can advocate for reforms that promote good governance, transparency, and the rule of law, ensuring that recovery efforts are inclusive, equitable, and accountable.

- **Community Empowerment and Capacity Building**

CSOs help empower local communities by providing training, resources, and support for grassroots organizations. This strengthens community resilience and helps build the capacity of individuals and groups to participate in the reconstruction process.

2.3.2. Postwar Challenges of CSOs

Postwar civil society organizations (CSOs) face several challenges that hinder their effectiveness. **Resource constraints** are a major issue, with limited funding from both external donors and local sources, making it difficult to sustain operations. **Security risks** in conflict-affected areas further complicate their ability to deliver services, as ongoing instability and armed groups pose threats to staff and beneficiaries. Additionally, **political interference** from postwar governments can restrict CSO activities, undermining their independence and role in advocating for accountability.

Many CSOs also struggle with **weak organizational capacity**, lacking the financial management, technical expertise, and strategic planning needed for postwar recovery. **Divisions within communities** can lead to opposition, especially from marginalized groups, and **donor dependency** can create fragmentation, with donor-driven agendas often overshadowing local needs. Lastly, maintaining **accountability and legitimacy** is a challenge, as CSOs may face distrust if perceived as aligned with political or foreign interests, requiring strong transparency to maintain credibility. The key postwar challenges of CSOs include:

- **Resource Constraints**

In the postwar context, many CSOs face significant resource challenges, including limited funding and capacity. External donors may be hesitant to invest in volatile postwar settings, while local funding sources may be scarce or unreliable.

- **Security and Safety Risks**

In regions still dealing with the aftermath of conflict, security remains a concern for CSOs. The presence of armed groups, ongoing instability, and the risk of violence can hinder the ability of organizations to operate effectively and deliver services to those in need.

- **Political Interference and Restrictions**

Postwar governments may impose restrictions on the activities of CSOs, viewing them as potential sources of opposition or dissent. Political interference can limit CSOs' ability to function independently and may stifle their role as advocates for accountability and transparency.

- **Weak Organizational Capacity**

Many CSOs, particularly local organizations, may lack the necessary organizational capacity to manage complex postwar recovery tasks. Weak financial management systems, insufficient technical expertise, and a lack of strategic planning can undermine the effectiveness of CSOs in this context.

- **Divisions within Communities**

In postwar environments, deep-rooted political or social divisions may persist. CSOs must navigate these tensions carefully, as they may face resistance or opposition from communities or groups that feel excluded or marginalized in the postwar recovery process.

- **Donor Dependency and Fragmentation**

CSOs in postwar settings are often highly dependent on external donors, which can lead to a lack of sustainability and programmatic fragmentation. The prioritization of donor-driven agendas over locally identified needs can also undermine the effectiveness of recovery efforts.

- **Accountability and Legitimacy**

In postwar societies, CSOs may struggle with maintaining legitimacy and public trust, especially if they are perceived as aligned with political or foreign interests. Establishing transparency and accountability in their operations is crucial to maintaining credibility and effectiveness.

2.4.The Civil Society Organizations Environment

2.4.1. External Operating Environment of CSOs

Analyzing the external environment is very important to identify the challenges and opportunities for CSOS operating environment. The legal (external) environment presents challenges or opportunities in the formation, operation, and access to resources, freedom of expression and freedom of assembly CSOs. The legal environment also constitutes the relationship between government and CSOs; cooperation and coalition among CSOs and partner organizations. The legal/external environment also constitutes the social processes, including the

perception of the society on CSOs and the willingness of the society to support CSOs with resources, volunteering and active participation in the affairs of the CSOs. It also constitutes the political and economic environment presenting either opportunities or challenges for effective operations of CSOs in the postwar context.

2.4.2. Internal Landscape of CSOs

Analyzing the internal landscape of CSOs is essentially concerned with assessing their competence of the CSOs in combining and using resources, systems and processes for performance. Put differently, the internal landscape assessment is concerned with assessing the organizational capacities of the CSO/s, which emerges from the combined functioning and relationships of organizational resources and organizational parameters. The resources of an organization include human, intellectual, physical and infrastructures. The organizational parameters include structure, processes, management, leadership etc. Higher capacity contributes to the viability of an organization in terms of its ability to exercise its freedom to create its self-identity, allow self-direction, self-governance and self-organization by influencing external environmental odds to its favor (proactive) and/or allowing it to be more flexible in responding to changes in the environment in its effort to achieve goals (adaptive).

2.4.2.1.Organizational Capacity Areas

Different leading consulting companies and international organizations use different dimensions in breaking down the organizational capacities of CSOs. McKinsey and Company breaks organizational capacity of CSO into 10 major capacities areas. PACT and Fernando's approach breaks down capacity into five major areas of capacity. Here under is the summary of the approaches and major capacity areas of CSOs.

Organizational capacity areas by different consultants		
McKinsey	PACT	Fernando
Aspiration	Capability to Survive & Act	Identity
Strategy	Capability to Generate Development Results	Managerial Capacities
Leadership	Capability to Relate	Approaches
Funding	Capability to Adapt and Self-renew	Technical Expertise
Culture and Shared Value	Capacity to Achieve Coherence	Size Capability
Innovation & Adaptation		

Marketing & communication		
Advocacy		
Business Processes		
Infrastructure & Organizational Structure		

2.5.Organizational Capacity Areas of the Present Research

For this consultancy, the organizational capacity framework used is based on a modified version of Fernando's approach, tailored to highlight the core competencies of civil society organizations (CSOs). The consultant adapted this framework to emphasize the connection between different capacity areas and organizational performance. The framework outlines major organizational capacity areas, which are then further divided into thematic areas. This breakdown is designed to inform the development of an organizational capacity assessment tool, aimed at evaluating and understanding the internal dynamics of CSOs.

i. Organizational Identity

Organizational Identity refers to the unique, clear, compelling, and shared statements of purpose, vision, and core values that distinguish an organization from others. CSOs with a strong organizational identity have greater capacity to turn goals into action, foster motivation, and ensure ownership among members. A well-defined identity enhances an organization's ability to implement successful change, maintain consistent managerial behavior, and make effective decisions. Additionally, a clear organizational identity enables better alignment with the operating environment, boosting the organization's adaptive capacity.

The identity of an organization also dictates critical aspects such as the qualifications required for management and technical roles, programming approaches, governance structures, and operational systems. It shapes the organization's internal processes and physical infrastructure needs. When an organization has low capacity in this area, it signals an urgent need for improvement. This capacity area assesses how well the mission, vision, and values are defined, understood, and embraced by the organization's members, and whether leadership is actively engaged in shaping and reinforcing the organizational identity.

Capacity Area 1: Organizational Identity

S.N	Criteria/Thematic Areas
1.1	Mission
1.2	Vision
1.3	Values and Principles
14.	Overarching Goals
1.4	Leadership

ii. Managerial Capacities

Managerial Capacities refer to the ability of CSOs to effectively achieve their mission, vision, and goals by developing and implementing efficient procedures, policies, and structures that optimize the use of financial, human, intellectual, and physical resources. This capacity evaluates both operational and strategic capabilities, including strategic planning for humanitarian efforts, project and program management, and knowledge management. It also measures the effectiveness of governance, decision-making processes, and the CSO's ability to create networks and build alliances. Additionally, this capacity area assesses the efficiency of internal and external communication, as well as advocacy systems.

Furthermore, **managerial capacities** evaluate the CSO's ability to manage risks and enhance institutional resilience, ensuring long-term sustainability. In general, managerial capacity represents the organizational capital that drives value creation within the CSO. Effective managerial capacities contribute to the organization's overall performance, ensuring that resources are used optimally and that the CSO remains responsive and adaptable. The criteria used to assess managerial capacities are typically summarized in a table, highlighting key aspects such as governance, planning, and resource management.

Capacity Area 2: Managerial Capacities	
S.N	Criteria/Thematic Areas
2..1	Financial Systems
2.2	Human Resources Systems
2.3	Logistics Management
2.4	Analytical Capabilities
2.5	Strategic Planning and Control
2.6	Project and Program Management
2.7	Knowledge Management
2.8	Governance and Decision-making

2.9	Organizational Structure
2.10	Operational Processes
2.11	Infrastructure
2.12	Communication
2.13	Networking and Alliance Building
2.14	Advocacy
2.15	Risk Management

iii. Approaches

Approaches refer to how an organization approaches its work, encompassing the perspectives, understanding, and interpretation of fundamental aspects in practice. It focuses on the "Soft How," which relates to the practical application of policies and principles within the organization. This capacity area includes the assessment of gender issues and power dynamics within the organization, as well as the practices used in program design and implementation. It evaluates how well the CSO integrates gender considerations and addresses gender equality in its operations.

Additionally, this capacity area examines the **conflict sensitivity** of the organization and the mechanisms it has in place to minimize or reduce the negative impacts of conflict at both the program and contextual levels. It also measures the organization's understanding of the **rights of beneficiaries** and all parties involved in its activities, ensuring that these rights are respected and upheld. Moreover, the assessment evaluates whether the **entitlement of beneficiaries** drives improvements in the organization's quality and the design and management of its programs, ensuring that the needs and rights of beneficiaries are central to organizational practices

.Capacity Area 3: Technical Expertise Capacities	
S.N	Criteria/Thematic Areas
3.1	Gender Approach
3.2	Conflict Sensitivity
3.3	Rights Base Approach
3.4	Connectedness, Resilience and DRR Approach
4.5	Highly Vulnerable Individuals

iv. Technical Expertise (Human Capital)

Technical Expertise Capacities (Human Capital) is a critical asset in the success of civil society organizations (CSOs), playing a central role in the implementation of strategies, programs, and projects. The quality, efficiency, effectiveness, and ethical standards of humanitarian professionals directly impact the success of humanitarian actions within these organizations. The availability of qualified staff is essential for a CSO to achieve its goals, fulfill its mission, and realize its aspirations. Strong human capacity enables organizations to meet the humanitarian and development needs of the target population.

CSOs with high technical capacity are able to attract skilled humanitarian staff, maintain clear documentation of skill gaps, and ensure that their employees are well-prepared to execute the organization's strategies. These organizations enforce strict quality control, ensuring compliance with ethical standards and applying effective accountability measures. Furthermore, CSOs develop competency profiles that detail the required knowledge, skills, and ethical behaviors necessary for staff to effectively perform within their roles. Based on these profiles, CSOs implement training and development programs to address identified competency gaps, ensuring the continuous improvement of their human capital.

In summary, the technical capacity of a CSO is determined by its ability to recruit, train, and retain qualified staff while maintaining a high standard of quality and ethical practice. Effective systems for competency management and targeted training are crucial for enhancing the overall capacity of the organization to meet its objectives and effectively serve its target populations. The criteria measuring the technical capacities of CSOs are summarized in the following table:

Capacity Area 4: Technical Expertise Capacities	
S.N	Criteria/Thematic Areas
4..1	Cluster Competence
4.2	Standard Compliance and Accountability
4.3	Quality Control
4.4	Competency Profile
4.5	Human Development Program

v. Performance Capacities

Performance Capacities refer to an organization's ability to effectively carry out the work it was created to do. This capacity area assesses the relevance, viability, growth, and sustainability of a Civil Society Organization (CSO). It measures the organization's evolution in several key areas, including the growth in the volume of services or products offered, expansion of geographic coverage, and the increase in its human resource base. Additionally, it evaluates the CSO's progress toward achieving its mission and its financial viability.

In essence, performance capacity reflects the overall effectiveness and sustainability of a CSO's operations and impact. It provides insight into how well the organization is adapting and growing over time, ensuring that it remains relevant and financially stable while meeting the needs of its target population. The criteria used to measure performance capacities are typically summarized in a table, capturing indicators related to service growth, operational expansion, and organizational sustainability. The criteria measuring the performance capacities of CSOs are summarized in the following table:

Capacity Area 5: Performance Capacities	
S.N	Criteria/Thematic Areas
5.1	Progress towards Mission
5.2	Financial Viability, Autonomy, Evolution and Sustainability
5.3	Progress in Human Resources Base & Empowerment
5.4	Geographic Coverage
5.5	Organizational Relevance Overtime
5.6	Volume of products/services

2.6.Conceptual Framework

As described above, the Civil Society Organizations operate under two interacting and mutually influencing environments. The external and internal environments of the civil society organizations influence how effectively and efficiently they operate to achieve their goals and contribute to the achievement of higher order goals. The external environment consist external factors and set of conditions presenting opportunities or constraints to the operations of the CSOs. To be sure, civil society organizations do not exist in a vacuum. Hence, the interplay of the set of conditions and factors in the external environment partly define the landscape of the civil society organizations by presenting opportunities or constrains in their operations and well-

being. In essence, analyzing the external events and trends is critical in understanding the context under which the CSOs operate.

The internal environment, which consists of internal interrelated parts and resources, influence the effectiveness and efficiencies of the CSOs. The internal environment presents the existence and/or absence of certain capacity in the CSO/s. The quality of interaction and functioning of the different parts of the CSOs signals strengths or weaknesses inhibiting and/or reinforcing performance. Hence, the conceptual framework for this research is schematically presented in the following table.

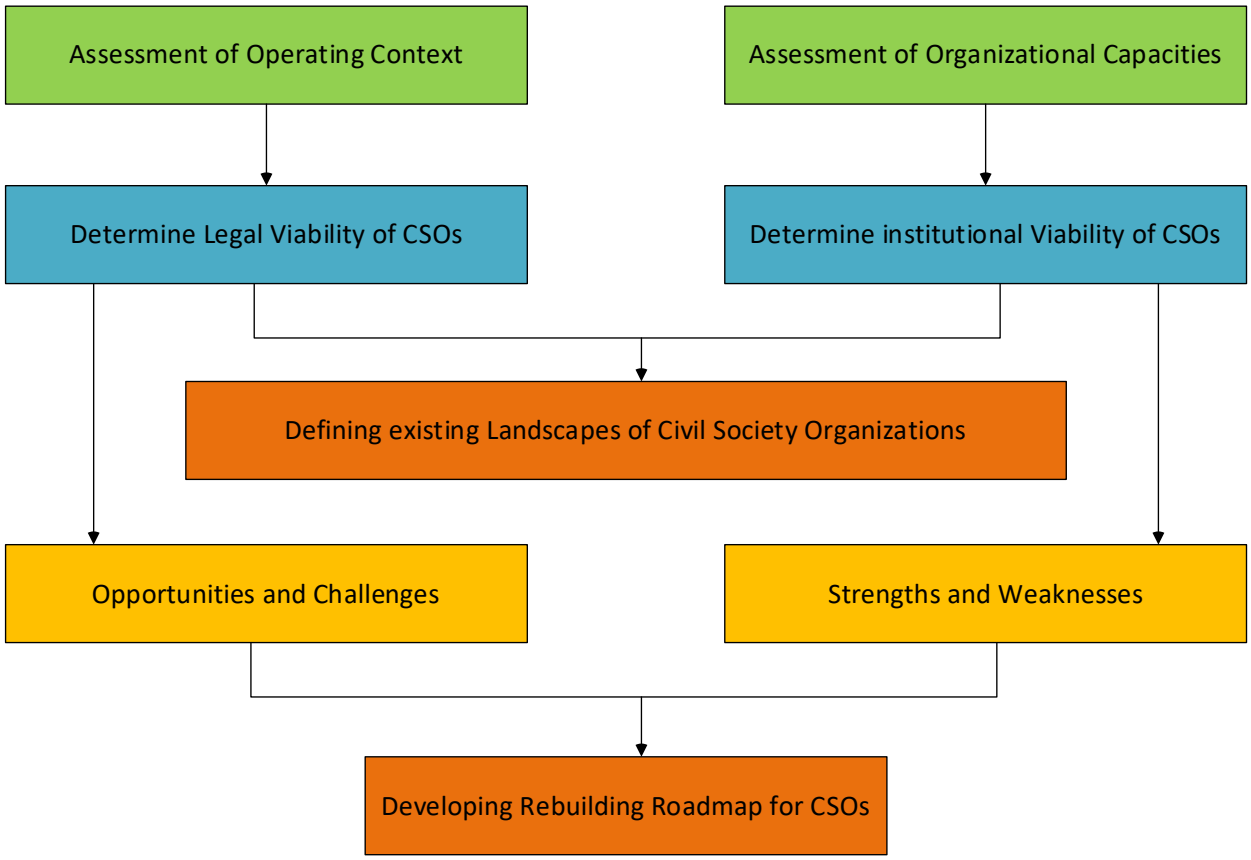


Figure 1: General Framework of the Assessment

3. RESULTS AND DISCUSSIONS

3.1. Introduction

This section provides a summary and discussion of the assessment findings, organized into four key parts, offering a comprehensive analysis of the organizational capacities and challenges faced by civil society organizations (CSOs) in Tigray.

The first section offers an overview of Tigray's CSOs, including a mapping of 104 actively operating organizations. It presents data on their locations, types, regions of intervention, registration details, partnerships, focus areas, target beneficiaries, and their role in promoting human rights and democratization. The analysis also covers funding sources and budgeting. The findings are displayed in frequency tables, with results interpreted in both percentages and raw numbers.

The second section examines the external and legal operating environment of CSOs, considering legal, social, political, and economic factors that affect their functioning. This section identifies the opportunities and challenges stemming from these external conditions. Data were collected through 15 key informant interviews (KIIs) and one focus group discussion (FGD). A thematic analysis approach was applied to the qualitative data, and the findings were triangulated with data on the internal organizational capacities of CSOs to offer a more holistic understanding of their operational context.

The third section provides an in-depth analysis of the organizational capacities of CSOs, broken down into five major areas: organizational identity, managerial capacity, approaches/commitment, technical capacity, and performance capacity. These areas are further subdivided into thematic areas and specific dimensions, allowing for the identification of both strengths and weaknesses within each capacity area. Data for the first four major capacity areas were collected from 104 CSOs, while performance capacity data were gathered from 60 CSOs that have been operational for more than one strategic period. The performance capacity analysis highlights the evolution and growth of CSOs over time, while the other four areas assess the current capacity status of the organizations.

The organizational capacity findings are presented using radar and spider web charts, with detailed information on the dimensions of each thematic area summarized in frequency tables. Mean scores for the major, thematic, and dimension-specific capacity areas were calculated to assess the overall capacity status of the CSOs. Standard deviations were used to measure the consistency of capacity levels across the organizations. A mean score below 3 indicates critical capacity gaps that require immediate corrective actions.

The fourth section addresses the impact of the ongoing conflict in Tigray, focusing on the damages sustained by CSOs due to the war. It highlights the challenges faced by organizations due to the conflict, providing insights into the scope and scale of these damages.

3.2.General Information

3.2.1. Date of Establishment

The date of establishment for each CSO was collected and is shown in the pie chart given below. Figure 2 illustrates two segments, representing "Before the war" and "After the war." A total of 62 CSOs, or 60%, were founded before the war, while the remaining 42 organizations, or 40%, were formed after the war. This indicates that the majority of CSOs were founded prior to the war, over a span of more than two decades. However, a significant portion of the organizations were established in the relatively short period of about two years following the war.

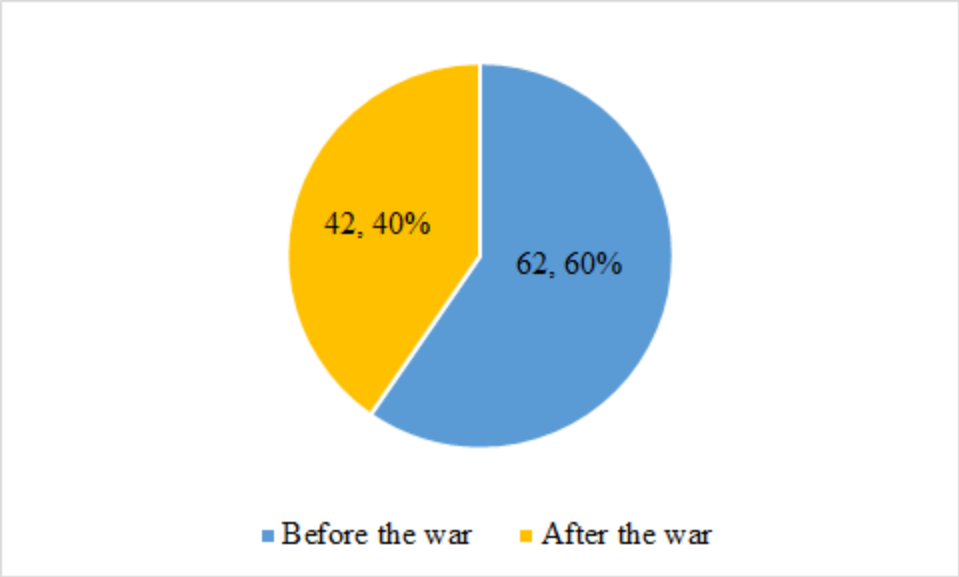


Figure 2: Percentage Distribution of CSOs Established before and after the Tigray War

3.2.2. Location of Head Offices

Table 1 outlines the locations of head offices for Civil Society Organizations (CSOs) and their distribution among various towns, including their respective frequencies and percentages. Mekelle has the highest concentration of CSO head offices, with 77 offices-representing 74% of the total surveyed CSOs, indicating that it is the primary hub for CSOs in the region. Following Mekelle, Shire ranks second, with 8 CSO head offices that account for 8% of the total. Both Adigrat and Aksum have 6 CSO head offices, each constituting 6% of the total. Adwa, Hawzen, and Maichew each feature 2 CSO head offices, making up 2% of the total for those locations. Tahtay Koraro has the fewest, with only 1 CSO head office, representing 1% of the total. In summary, the table reveals a significant concentration of CSO head offices in Mekelle, which dominates the total, while the other locations represent smaller shares. The overall total number of CSO head offices is 104.

Table 1: Distribution of CSOs Head Offices in Tigray

Location of head offices	Frequency (count) of CSOs	Percent
Adigrat	6	6%
Adwa	2	2%
Aksum	6	6%
Hawzen	2	2%
Maichew	2	2%
Mekelle	77	74%

Shire	8	8%
Tahtay Koraro	1	1%
Grand Total	104	100%

3.2.3. Existence of Branch Offices

Table 2 presents data on the existence of branch offices for Civil Society Organizations (CSOs) operating in Tigray, along with their frequencies and percentages. A majority of 69 CSOs, or 66%, reported that they do not have branch offices. Conversely, 35 CSOs, accounting for 34%, indicated that they do have branch offices. In total, there are 104 CSOs surveyed. This data suggests that most CSOs operate without branch offices, while a smaller portion maintains one or more branch locations.

Table 2: Existence of Branch Offices

Existence of branch offices	Frequency (count) of CSOs	Percent
No	69	66%
Yes	35	34%
Grand Total	104	100%

3.2.4. Region of Intervention

The data collected on region of intervention has been presented as two categories; those who operate in Tigray only and in Tigray and other region/s of the country. Figure 3 displays summary information on the two categories. The blue segment represents CSOs intervening solely in Tigray, accounting for 91 CSOs or 87% of the surveyed CSOs. The orange segment represents CSOs intervening in Tigray and other region/s of Ethiopia, making 13%.This indicates that the vast majority of interventions are concentrated within Tigray, while a smaller portion of interventions extends beyond Tigray to include other regions.

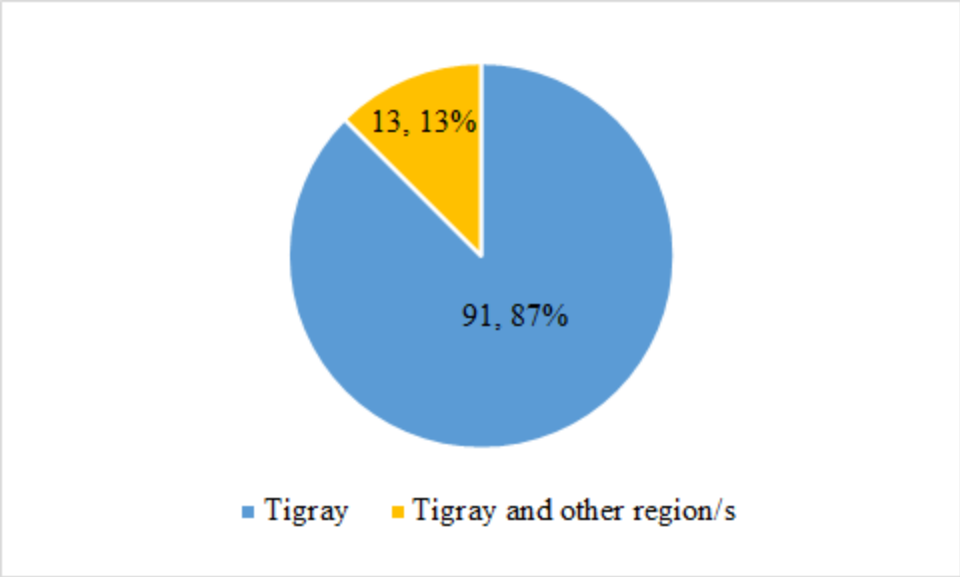


Figure 3: Distribution of CSOs by region of intervention in Ethiopia

3.2.5. Information on CSO Registration Authority

Table3 provides information on the registration authority for Civil Society Organizations (CSOs), detailing their frequencies and corresponding percentages. Most of the CSOs surveyed with 56 registrations, accounting for 54% of the total CSOs were registered at Regional level. Other 40 registrations, which represents 38% of the total were registered at Federal level rest 8, or 8% of the total were registered at Wereda level. The data indicates that the majority of CSOs are registered at the regional level, while a smaller portion is registered at the federal and Wereda levels.

Table 3: Information on CSO registration authority

Registration authority	Frequency (count) of Registration	Percent
Federal	40	38%
Regional	56	54%
Wereda	8	8%
Grand Total	104	100%

3.2.6. Information on Regional Registration Authority

Of the 104 surveyed CSOs, the total number of CSOs registered at regional level in Tigray is 56.The Table 4 below provides data on the registration authority for the 56 Civil Society Organizations (CSOs) and the frequency and percentage of organizations registered under each

registering authority. The majority, 47 CSOs, that make-up 83.9% of the total are registered under Justice Bureau. Smaller portions, 6 CSOs, are registered under Bureau of Labor and Social Affairs, which accounts for 10.7% of the total. The fewest, 3 CSOs, are registered under Bureau of Social Affairs and Rehabilitation, representing 5.4% of the total 56 CSOs. In summary, most CSOs are registered with the Justice Bureau, while the Bureau of Labor and Social Affairs and the Bureau of Social Affairs and Rehabilitation register a much smaller proportion of organizations.

Table 4: Distribution of CSOs by registration authority

Registration authority	Frequency (count) of CSOs	Percent
Bureau of Labor and Social Affairs	6	10.7%
Bureau of Social Affairs and Rehabilitation	3	5.4%
Justice Bureau	47	83.9%
Grand Total	56	100.0%

3.2.7. Years of Active Operation

Table 5 given below provides descriptive statistics for "Years of active operation" based on the surveyed 103CSOs after excluding one CSO with extreme year of operation, i.e: 88 years. The lowest number of years a CSO was in operation is 0. This could indicate the presence of a new CSO or CSOs. The highest number of years a business/entity was in operation is 36 years. The average number of years a CSO has been in operation is 8.27 years. The standard deviation is 9.083, indicating the extent of variability in the number of years of operation. In summary, most businesses in the sample have been in operation for around 8 years on average, but there is a significant variation, with some being very new (0 years) and others having operated for up to 36 years.

Table 5: Descriptive statistics on years of active operation

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Years of active operation	104	0	36	8.27	9.083

To get more clearer picture on the “Years of active operation”, the following chart (Figure 4) has been presented. The majority of the CSOs fall in the “<=5” category, with just 57 CSOs

operating for 5 years or less. This suggests that most businesses in the surveyed CSOs are relatively new or young.About12 and 10 CSOs have been in operation for 6-10 and 11-15 years respectively. Another 13 CSOs operate for 16-20 years. Fewer CSOs (about 5) have been operating within 21-25 years range. About 10 CSOs are in operation for 16-20 years. Another small group, with around 5 businesses that have been active for 26 or more years. In summary, Figure 4 shows that the majority of businesses are relatively new (operating 5 years or less). After that, the number of businesses in each time category significantly drops. This indicates that fewer businesses have long-term continuity, with the number decreasing as the years of operation increase.

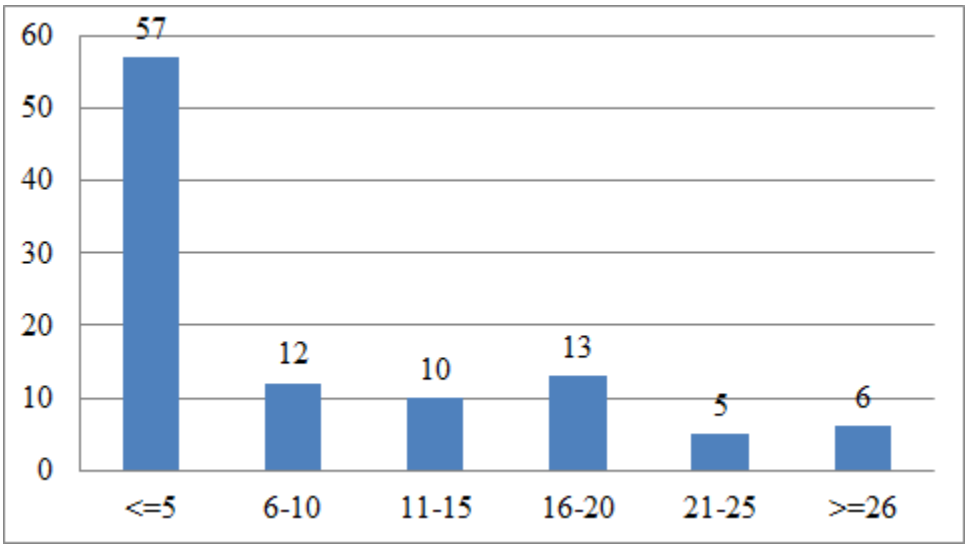


Figure 4: Distribution of Years of Active Operation

3.2.8. Type of Civil Society Organization

Table 6 presents an overview of the organizational structures within a group of 104 Civil Society Organizations (CSOs). It reveals that more than half (54.8%) of these CSOs are board-led organizations. The second most prevalent organizational type is associations, comprising 36.5% of the total. Charitable trusts account for a smaller proportion, at 3.8%, while charitable committees and charitable endowments represent an even smaller fraction, at 1.9% and 1.0%, respectively. These structures, though less common, reflect the diversity of organizational forms that can exist within the civil society landscape. A small category labeled “Others” accounts for 1.9%, suggesting there are a few organizations that do not fit into the predefined categories but still contribute to the overall CSO landscape. In conclusion, the data highlights a clear

dominance of board-led organizations and associations, while other forms such as trusts, committees, and endowments are less common. This distribution may reflect the preferences and operational needs of the CSOs in this context, where formalized leadership and membership-driven models are the most favored. It should be noted that the categories are mutually exclusive.

Table 6: Distribution of Civil Society Organization by Type

Type of CSOs	Count of Type of CSOs	Percent
A Board-led Organization	57	54.8%
A Charitable Committee	2	1.9%
A Charitable Endowment	1	1.0%
An Association	38	36.5%
Charitable Trust	4	3.8%
Others	2	1.9%
Grand Total	104	100.0%

3.2.9. Availability of Partners

Table7 provides insight into the partnership dynamics of 104 Civil Society Organizations (CSOs). Out of the total, 71 CSOs (or 68%) reported having partners, while 33 CSOs (or 32%) indicated they did not have any partners. This suggests that partnerships are a common feature among the majority of CSOs, with more than two-thirds benefiting from collaborations. On the other hand, a significant 32% of CSOs operate without partners, which raises important questions about their strategies and challenges. These organizations struggling to form partnerships, possibly due to limited access to potential collaborators, funding, etc. The fact that a sizable portion of CSOs lack partners may indicate a gap in networking. It could also suggest that some organizations are isolated and may face additional hurdles compared to others, potentially affecting their long-term sustainability or impact.

Table 7: Results on Partnerships

Availability of partners	Count of CSOs	Percent
No	33	32%
Yes	71	68%
Grand Total	104	100%

3.2.10. Funding from Partners

Table 8 below presents an overview of how 71 CSOs who have partners and raised funds from their partners over the past three years period. The table shows the distribution of CSOs based on the amount of funds they have raised. A small proportion of CSOs (7%) have raised no funds at all. About 8.5% of CSOs raised between 1 and 50,000. 1.4% raised between 50,001 and 100,000.These lower fundraising categories collectively account for about 16.9% of the total CSOs, indicating that a minority of organizations have limited or no financial resources. 11.3% of CSOs raised between 100,001 and 1 million, bringing the cumulative percentage to 28.2%. This suggests that around one-quarter of the organizations are funded below a million. The largest group of CSOs (38%) raised between 1 and 10 million, representing a significant portion of CSOs are funded in millions but does not exceed 10 million. 21.1% of CSOs raised between 10 million and 100 million, indicating that a fifth of the organizations are capable of securing tens of millions. The rest 12.7% of CSOs raised over 100 million, showing that a smaller proportion of the CSOs has access to considerable financial resources. This distribution reflects the diverse financial landscape of CSOs, where a large proportion has moderate to high funding, while a minority has very limited resources, potentially influencing their operational capacity and impact.

Table 8: Distribution of Funds Raised from Partners by CSOs

	Frequency of CSOs	Percent	Cumulative Percent
No fund raised	5	7.0	7.0
5000-50000	6	8.5	15.5
50001-100000	1	1.4	16.9
100001-1000000	8	11.3	28.2
1000001-10000000	27	38.0	66.2
10000001-100000000	15	21.1	87.3
100000001+	9	12.7	100.0
Total	71	100.0	

3.2.11. Area of Interventions

Table 9 provides a comprehensive overview of the areas of intervention by various organizations, showing the distribution of responses across different sectors. Education stands

out as the most prevalent area of intervention, with 82 responses (representing 7.4% of all responses) and 78.8% of organizations involved. Protection and Health also emerge as major area of focus, with 73 and 71 responses, respectively. About 70.2% of organizations are involved in protection activities, and 68.3% are engaged in health interventions. Psycho-social support (with 72 responses) is an area where 69.2% of organizations are involved. Women's Empowerment is another prominent area, with 64 responses (or 5.7% of the total) and 61.5% of organizations working in this field. Food and Non-food Items Distribution also represent key area of focus, with 63.5% and 57.7% of organizations involved, respectively. These interventions are essential in emergency or disaster relief scenarios, where the immediate need is for basic survival items. Youth Empowerment and Vocational Training also feature strongly, with 54.8% and 48.1% of organizations engaged in these fields. Gender-Based Violence (GBV) interventions, with 61 responses, involve 58.7% of organizations.

Other areas like Public Policy and Advocacy, Peace and Security, and Environment attract moderate attention, with about 43%–55% of organizations involved. Certain fields, such as WASH (34.6% involvement), Shelter (31.7% involvement), Art (18.3% involvement) and CCCM (Camp Coordination and Camp Management, with 10.6% involvement) show lower engagement.

Table 9: Distribution of areas of intervention by CSOs

Area of intervention	Responses		Percent of Cases
	N	Percent	
GBV	61	5.5%	58.7%
Health	71	6.4%	68.3%
Nutrition	54	4.8%	51.9%
Protection	73	6.6%	70.2%
Education	82	7.4%	78.8%
Women Empowerment	64	5.7%	61.5%
WASH	36	3.2%	34.6%
Environment	47	4.2%	45.2%
Shelter	33	3.0%	31.7%
Food items distribution	66	5.9%	63.5%
Non-food items distribution	60	5.4%	57.7%
Psycho-social support	72	6.5%	69.2%
CCCM	11	1.0%	10.6%

Vocational Training	50	4.5%	48.1%
Youth Empowerment	57	5.1%	54.8%
Social Accountability	41	3.7%	39.4%
Peace and Security	45	4.0%	43.3%
Art	19	1.7%	18.3%
Public Policy and Advocacy	58	5.2%	55.8%
Capacity Building	61	5.5%	58.7%
Networking and Coordination	44	3.9%	42.3%
Others	9	0.8%	8.7%
Total	1114	100.0%	1071.2%

3.2.12. Number of Staff

The total number of individuals included in Table 10 is 86,131, with 79,089 males and 7,042 females, indicating a significant gender imbalance, with males forming the vast majority (around 92%). The number of permanent male staff is 1,434, while females are 1,500, totaling 2,934 permanent staff members. In this category, the distribution between males and females is relatively balanced, with females slightly outnumbering males. There are 315 males and 448 females engaged temporarily, summing up to 763 individuals. Unlike the permanent staff category, there are more females (448) than males (315) in temporary positions. A striking majority of volunteers are males, with 77,340 males compared to 5,094 females. The total number of volunteers is 82,434, with males making up an overwhelming proportion of this group. It should be noted that the total number of volunteers has become extremely large because a single CSO reported 64,629 individuals as volunteers.

Table 10: Distribution of CSO Staff by Employment Type

Type of employment	Male	Female	Total
Permanent	1434	1500	2934
Temporary	315	448	763
Volunteer	77340	5094	82434
Total	79089	7042	86131

3.2.13. Average Annual Budget in Birr

Table 11 provides the distribution of annual budgets across various categories for the 104 CSOs surveyed. Among them, 26 (25%) of the CSOs have annual budget that ranges between

1,200,000 and 5,000,000. 17 (16.3%) have annual budget that ranges from 11,000,000-50,000,000 Birr. Only 5 (4.8%) of the CSOs have annual budget that is extremely high ranging from 122,000,000 to 450,000,000. Other 3(2.9%) of the organizations have annual budget ranging from 53,000,000-60,870,028. On the other hand, a significant number of CSOs, i.e: 17 (16.3%), have annual budget below 50000. Additionally, 8 CSOs have budgets between 140,000 and 200,000 and other 9 CSOs have budgets ranging from 250,000-500,000. Overall, the cumulative percentage highlights that 66.3% of the CSOs have budgets below 5,000,000 Birr.

Table 11: Annual budget Distribution for the CSOs

Annual budget category	Frequency	Percent	Cumulative Percent
<50000	17	16.3	16.3
140000-200000	8	7.7	24
250000-500000	9	8.7	32.7
570000-1000000	10	9.6	57.7
1200000-5000000	26	25.0	66.3
6000000-10000000	9	8.7	82.7
11000000-50000000	17	16.3	85.6
53000000-60870028	3	2.9	90.4
122000000-450000000	5	4.8	100
Total	**104**	**100.0**	

3.2.14. Source of Funding

The total number of responses is 202, and the percentages in the "Percent of Cases" column indicate that many cases report multiple funding sources, leading to a cumulative percentage of 194.2%.68 responses (33.7% of all responses) indicate donors as a source of funding. This is reported in 65.4% of cases, making donors the most frequently mentioned source of funding. Both business community and own income generating activities each represent 26 responses (12.9%) a funding source.60 responses (29.7%) come from contributions made by members. And the rest 22 responses (10.9%) mention other unspecified sources of funding.

Table 12: Source of CSO funding

Source of funding	Responses		Percent of Cases
	N	Percent	

Donors	68	33.7%	65.4%
Business Community	26	12.9%	25.0%
Own Income Generating Activities	26	12.9%	25.0%
Contributions of Members	60	29.7%	57.7%
Others	22	10.9%	21.2%
Total	202	100.0%	194.2%

3.2.15. Target Beneficiaries

Table 13 below provides data on target beneficiaries of the CSOs under investigation. The total number of responses is 560, and the cumulative percentage of cases is 538.5%, indicating that multiple beneficiary groups are targeted in each case. The most frequently targeted groups are women (14.3% of total responses), children (14.1% of total responses), and people with disabilities (13.6% of total responses), youth (11.8% of total responses), elderly population and People Living with HIV/AIDS with 10.9% and 10.2% of total responses each.

Table 13: Target beneficiaries of CSOs

Target beneficiaries	Responses		Percent of Cases
	N	Percent	
Youth	66	11.8%	63.5%
Women	80	14.3%	76.9%
Elderly population	61	10.9%	58.7%
People Living with HIV/AIDS	57	10.2%	54.8%
Key vulnerable populations	31	5.5%	29.8%
Children	79	14.1%	76.0%
People with Disabilities	76	13.6%	73.1%
Private Organizations	24	4.3%	23.1%
Government Organizations	32	5.7%	30.8%
Civil Society Organizations	41	7.3%	39.4%
Others	13	2.3%	12.5%
Total	560	100.0%	538.5%

3.2.16. Human Rights Engagements

Table 14 below provides data on engagements of CSOs in human rights. Accordingly, of the 104 CSOs under investigation, the majority of the CSOs, 66 (63%) are engaged on human rights, while the rest 38(37%) are not engaged on human rights and various aspects of human rights.

Table 14: Results on CSOs civic involvement

Involvement in civic activities	Count of CSOs	Percent
No	38	37%
Yes	66	63%
Grand Total	104	100%

3.2.17. Areas of Human Rights Engagements

Table 15 provides insights into the human rights engagement areas of 66 civil society organizations (CSOs) that reported some form of involvement. A total of 432 responses were recorded, with the cumulative percentage of cases reaching 654.5%, indicating that many CSOs are active across multiple areas of civic and educational participation. The primary focus areas include Civic and Education, and Civic Participation, each receiving 56 responses, accounting for 13.0% of the total responses. Social Justice and Equality received 57 responses, representing 13.2%, followed by Access to Information with 48 responses (11.1%), and Transparency and Accountability with 45 responses (10.4%). Other significant areas of focus include Leadership Skills Development and Mentorship with 47 responses (10.9%) and Gender-Based Violence with 46 responses (10.6%).

In addition to these, there were areas with relatively lower engagement from CSOs, such as Land and Natural Resource Rights, Refugee Protection and Rights, and Environmental Justice. The data reflects the broad and diverse nature of CSO involvement in human rights issues, with the majority of organizations participating in multiple areas, especially in social justice, civic participation, and education.

Table 15: Type of Civic involvement by CSOs

		Responses		Percent of Cases
		N	Percent	
Involvement in	Civic and education	56	13.0%	84.8%

civic activities	Civic participation	56	13.0%	84.8%
	Social justice and equality	57	13.2%	86.4%
	Access to information	48	11.1%	72.7%
	Transparency and accountability	45	10.4%	68.2%
	Leadership skills development and mentorship	47	10.9%	71.2%
	Gender based violence	46	10.6%	69.7%
	Land and natural resource rights	24	5.6%	36.4%
	Refugees protection and rights	20	4.6%	30.3%
	Environmental justice	32	7.4%	48.5%
	Others	1	0.2%	1.5%
	Total	432	100.0%	654.5%

3.3.External Operating Landscape of Tigray CSOs

3.3.1. Roles of Tigray CSOs

The research highlights the dual roles of CSOs in Tigray, revealing both their common and differentiated functions. Key informants and focus group participants emphasized that the fundamental role of CSOs is promoting good governance and democratization, which involves raising public awareness and fostering active social and political participation. However, the key informants and focused group discussants emphasized that the roles CSOs play in promoting good governance and democratization is not to a desired level and limited as to effect impactful changes in the good governance and democratization process of the region.

To this end, the focus of the CSOs has been mainly on specific goals tailored to their missions and the local socio-economic and political landscape. One key informant pointed out that "Good governance and democratization is not a matter of interest nor can it be realized under one sun," underscoring the need for diverse roles among CSOs; and minimal impactful engagements of good governance and democratization processes. Consequently, some CSOs focus on addressing humanitarian crises targeting specific vulnerable populations, while others concentrate on development services. However, it worth underscoring the fact that role differentiation allows CSOs to effectively respond to the varied challenges and needs within the community.

3.3.2. Legal Environment of Tigray CSOs

3.3.2.1. Inclusiveness, Transparency, and Accountability in CSOs Governance in Tigray

According to the KIIs and FGDs, the governance of CSOs in Tigray is far from inclusive, transparent, and accountable. There is an apparent overlap in the governance of CSOs. The Bureau of Social Affairs and Rehabilitation asserts that all CSOs must report to it, while the Bureau of Justice makes a similar claim. The Bureau of Finance does not recognize CSOs that do not report to it, complicating accountability. Additionally, some CSOs are registered at local levels (Wereda and Tabia), further complicating the governance landscape.

There is no clear demarcation of authority for the registration, follow-up, and support of Tigray CSOs, perpetuating confusion and difficulties in ensuring accountability. The absence of an identifiable government organ in charge of licensing CSOs and controlling their activities creates an environment lacking transparency and accountability.

3.3.2.2. Formation, Merger, Division, Conversion, and Dissolution of CSOs

Regarding the legal and administrative requirements for registration, merger, division, conversion, and dissolution, the KIIs and FGDs indicated that the situation varies depending on the responsible authority and government. According to the KIIs and FGDs, the legal registration of Tigray CSOs occurs at three levels, and the bureaucratic red tape in registration varies accordingly. After the ratification and promulgation of CSO Proclamation 1113/2019, the registration process at the federal level has become easier.

Organizations can now register online through the Federal Authority of CSOs. However, in Tigray, understanding the legal framework remains problematic. There is a lack of clear written procedures and requirements for registering new CSOs, leading to confusion. Different authorities, such as the Social Affairs Bureau and the Justice Bureau, claim jurisdiction over registration, creating inconsistencies that contradict Proclamation Number 1113.

Regarding mergers and divisions, these practices are uncommon in Ethiopia, largely due to a lack of awareness. Some CSOs operate in isolation, even when doing similar work, possibly because they are unaware of the benefits of merging. This situation highlights significant knowledge gaps, especially in Tigray. Nonetheless, it is positive that there is a legal framework in place, even if understanding and implementation need improvement.

3.3.3. Political and Social Environment

The current political landscape in Tigray is characterized by fragmentation and pervasive blame among various factions, significantly affecting the operations of CSOs. Key informant interviews and focus group discussions reveal that this unhealthy political climate hinders CSOs' ability to unify their efforts and advocate effectively for the rights and needs of local populations.

The chaotic political environment has negatively affected CSO operations at the local administrative level. Government administrators often focus on their own agendas, creating barriers for grassroots mobilization and collaboration. This preoccupation complicates CSOs' engagement with communities, limiting their effectiveness in addressing pressing social issues and advocating for necessary reforms. As a result, the fragmentation of the political landscape poses a substantial challenge to the work of CSOs in Tigray, undermining their potential to effect meaningful change.

Furthermore, there is a significant misunderstanding regarding the nature of CSOs among government officials, CSOs, and the public. The term "civil society organization" is rarely used; instead, everything is categorized as NGOs. This broad classification can include any non-governmental entity, from businesses to religious groups, diminishing the specific role of CSOs.

CSOs are often perceived by both the government and society as merely providers of aid—primarily food and water—rather than organizations that contribute to promoting good governance and democratization. The government often views political activities as solely its responsibility, dictating that CSOs focus on humanitarian assistance, which limits their scope. There is an expectation that if CSOs are not delivering aid, they should remain silent.

This misunderstanding extends to society, which does not recognize the advocacy role of CSOs. Many believe that the only function of these organizations is to distribute aid, undermining their efforts to mobilize the community for rights and representation.

Another significant challenge is attributable to the internal capacity of CSOs. Their ability to foster good governance and democratic processes is often restricted due to heavy reliance on donor funding. To survive, many CSOs adopt an appeasement approach towards the government, seeking support letters and access to resources while fearing closure if they do not comply with

governmental demands. Despite some achievements, their progress is stunted by this dependence and limited capacity.

Moreover, external challenges from donors can further complicate the situation. Often, donors impose their interests rather than empower CSOs to fulfill their roles in promoting social, economic, and political development. These perceptions and structural challenges create substantial barriers for CSOs in Tigray, limiting their effectiveness and impact.

Overall, the unfavorable government and public perceptions towards CSOs in Tigray pose formidable challenges for these organizations to play the expected role in stabilizing the region in the post-conflict context unless impactful action is taken to rectify these perceptual distortions. The Tigray CSOs can play a significant role as the region emerges from conflict—a region with weakened capacities, destroyed institutions, struggling with an undemocratic culture, rampant human rights violations, and underlying poverty—provided that unfavorable government and public perceptions are effectively addressed.

3.3.4. Economic Environment

The economic environment in Tigray poses a significant challenge for CSOs, severely affecting their operational effectiveness. Currently, there is a heavy reliance on external funding sources for both capacity building and day-to-day operations. Key informant interviews and focus group discussions indicate a noticeable decline in donor support compared to previous periods, exacerbated by inflation and overall economic instability driving up operational costs.

Transportation remains a major hurdle, particularly in rural areas where costs can be prohibitively high. Rising fuel prices and increased vehicle rental rates strain the budgets of CSOs, making it difficult to deliver services and reach communities in need. Furthermore, government policies do not provide incentives for CSOs, such as duty-free vehicle ownership, which could alleviate some financial burdens. Overall, these economic constraints hinder the ability of Tigray's CSOs to fulfill their missions effectively and support the local population.

3.3.5. Resource Mobilization and Management and Localization

Resource mobilization is a significant challenge for CSOs. Most struggle to raise funds effectively, often failing to develop project proposals or respond to funding calls. This lack of proactive engagement directly affects their ability to mobilize resources.

Many CSOs also have limited capacity to generate income through activities or seek support from companies with corporate social responsibility initiatives and foundations. A major issue is their dependency on international organizations that distribute funds. Typically, donations flow from the public in source countries to entities like the European Union, which then channels those funds through international organizations. These organizations identify national CSOs or consortia for funding, often resulting in resource depletion by the time they reach local CSOs and beneficiaries.

Most CSOs lack fundraising diversification, exacerbating the problem. Additionally, challenges in resource allocation, particularly regarding capacity-building initiatives, persist. Ensuring value for money and preventing corruption are ongoing issues in the landscape of Tigray CSOs. The overall management of resources is inefficient, which can lead to suboptimal benefits for beneficiaries and jeopardize the sustainability of the organizations themselves. Consequently, the overall effectiveness of resource mobilization and management in CSOs is far from robust, contributing to a chronic shortage of resources.

The focus group discussions revealed that localization has not been satisfactorily implemented in Ethiopia. In principle, 25 percent of the budgets of international organizations are supposed to be allocated to the operational undertakings of local CSOs. However, the localization policy is largely inapplicable in the context of Tigray, except for a limited number of CSOs, undermining their contributions to accelerating the overall socio-economic development process of the region.

3.3.6. Partnership Effectiveness

According to the data from KIIs and FGDs, creating effective partnerships is a significant challenge. With the exception of a few collaborations with international organizations, most Tigray CSOs utilize ACSOT as a networking and partnership platform. Researchers learned that the regional government, along with ACSOT, discourages Tigray CSOs from participating in and establishing national and international partnership and networking platforms. This absence of national and international networking is troubling, as it limits opportunities for sharing best practices, learning from others, and raising funds.

In summary, while CSOs may meet locally, the lack of broader international alliances significantly hinders experience sharing and collective learning. This gap in networking not only

restricts their ability to access resources but also stifles the innovation and collaboration necessary for their growth and effectiveness.

3.3.7. Postwar Opportunities and Challenges

Following the cessation of hostilities in Tigray, notable opportunities for CSOs have emerged. One significant advantage is the improved capacity for resource mobilization and management, as well as the potential for creating consortia and sharing experiences, largely due to the influx of experienced international organizations into the region. This collaboration can enhance the effectiveness of local CSOs and broaden their impact.

However, the challenges are substantial. The scale of the humanitarian crises is unprecedented, and the resources available to address these needs are severely limited. Many of the projects and infrastructures built prior to the war have been completely destroyed, necessitating significant efforts to rebuild. Additionally, the number of people affected by the war has significantly increased due to the conflict, yet the resources needed to support these individuals are scarce. This combination of overwhelming need and limited capacity presents a significant hurdle for CSOs as they engage in the critical work of reconstruction and recovery in Tigray.

3.4.Organizational Capacity Status by Major Capacity Areas

The following Chart (Figure 5) summarizes information about the internal organizational capacities of CSOs corresponding to five major capacity areas, namely organizational identity, managerial capacities, approaches, technical expertise, and performance capacities. The major areas capacity index is summarized as the average of the average capacity corresponding to respective thematic capacity areas, which are averages of the average capacities of corresponding dimensions.

Organizational Identity (Mean: 3.43)

As indicated in the Figure 5, the mean score for **Organizational Identity** is 3.43 suggesting is a relatively moderate capacity of the CSOs at the intellectual creation process. In other words, the CSOs' capacity in terms of defining their purpose for existence, vision, core values and principles, and leaderships' engagement to ensure that mission, aspiration, and core values and principles are shared and serve as guide for decision-making and action at all levels of the CSOs is relatively moderate. However, an average score of 3.43 on a 5-point scale indicates that the Tigray CSOs will need to make significant improvements to build a strong organizational identity. The capacity gap in this dimension automatically leads to capacity gaps in other dimensions, including in managerial capacity, technical capacity, organizational approaches, and performance capacities.

Managerial Capacity (Mean: 3.09)

Furthermore, the mean score for **Managerial Capacity** is 3.09 indicating a managerial capacity status that is slightly above the medium capacity threshold. This score indicates that the capacity of the CSOs to combine resources and organizational parameters in the realization of their aspirations and philosophies is slightly above the medium capacity. Such capacity status indicates that the Tigray CSOs are remotely viable and dependable in playing significant role in the post war reconstruction and rehabilitation of Tigray as a slight drift in the managerial capacity is more likely to result in critical managerial capacity gaps. Hence, coordinated and focused improvement actions are necessary to enhance the managerial capacity status of the CSOs with particular focus on the thematic capacity areas and their corresponding dimensions contributing to this mean rating. To be sure, a mean of 3.09 for managerial capacity implies only average capacity of the CSOs in playing a much-expected role in the post war

reconstruction and rehabilitation of Tigray, which is undependable and a reflection of the unavailability of the CSOs.

Approaches/Commitments (Mean: 3.46)

Furthermore, Figure 5 indicates that the **Approaches** of CSOs- including gender approach, conflict sensitivity, rights-based approach, connectedness, and resilience, DDR approach- is the highest rated major capacity area with a mean of 3.46. A relatively moderate score on this capacity dimension implies that Tigray CSOs embrace gender issues in program design and implementation; and are conscious of the need for minimizing and/or reducing the negative impacts of conflict at the program and contextual level. Furthermore, this relatively high score could indicate that the CSOs appreciate and duly consider the rights of "beneficiaries" and all stakeholders in the conduct of organizational activities as well as in program design and implementation. Likewise, the score suggests that the CSOs focus their programming and interventions on the sustainability and resilience of the communities they serve. However, CSOs will have to work harder in deepening their approaches further if they are to gain the trust of their target communities and society.

Technical Capacity (Mean: 3.01)

According to the figure, the **Technical Capacity** mean score of 3.01 indicates that the technical capacities of CSOs are medium, suggesting that there is wide room for capacity downward drift and thus the need for improving the technical expertise of the organizations. In another word, this suggests that the Tigray CSOs have gaps in pooling cluster-competent staff, documenting gaps between employee requirements and current employee readiness; maintaining competency profiles, and implementing human development programs based on the identified competency gaps.

Performance Capacity (Mean: 3.34)

Regarding the **Performance Capacity**, Figure 5 also summarizes the performance capacities of CSOs- their progress towards their mission; their evolution in the volume of services/products, geographic coverage, increases in human resources base, and financial viability and sustainability. Accordingly, a mean of 3.34 implies that performance capacity (ability to achieve goals or deliver results) is an average capacity, similar to technical expertise.

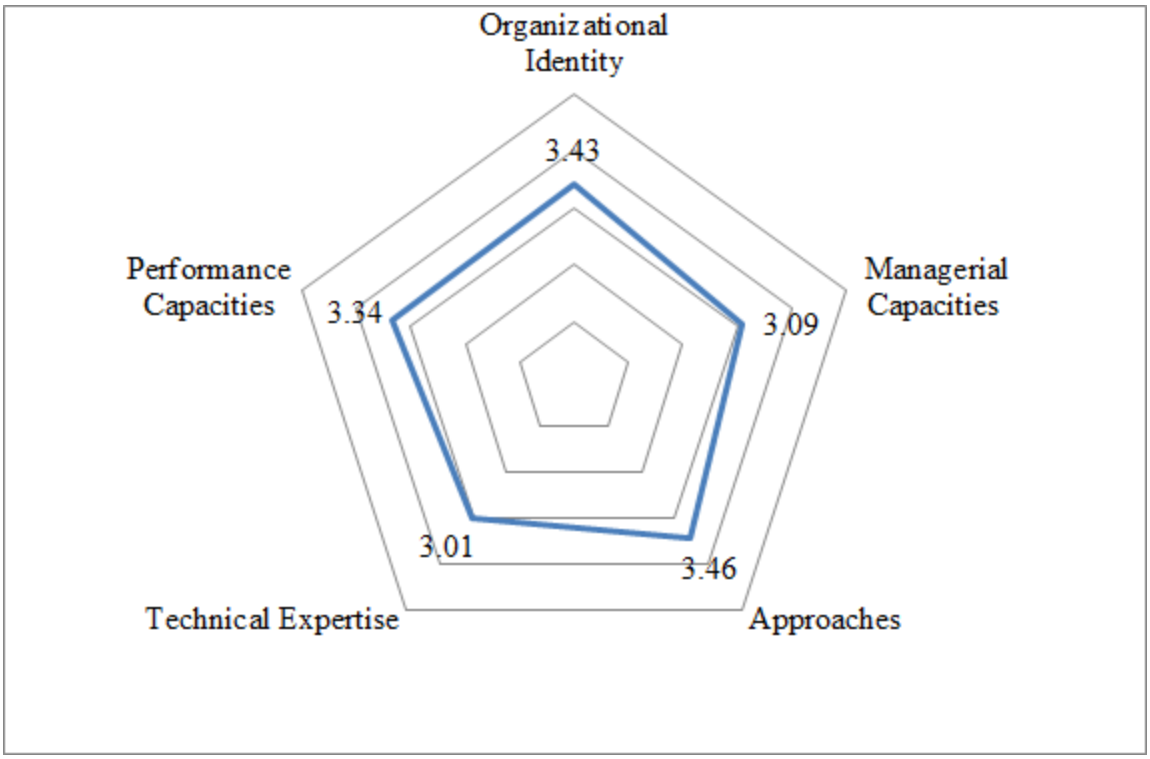


Figure 5: Overall Capacity Status by Major Capacity Areas

3.4.1. Organizational Capacity Status of Thematic Capacity Areas of Organizational Identity

This subsection summarizes the current capacities of CSOs corresponding to the thematic areas and dimensions of capacity corresponding to the thematic areas under each major capacity area. Results are summarized in spider charts, and the numerical values next to each of these themes reflect average scores or ratings of CSOs for these aspects.

Organizational identity is a major capacity area broken down into five thematic capacity areas namely: mission, vision, overarching goals, values & principles and leadership. The mean score of these thematic areas are computed by averaging the mean scores of the various dimensions of capacity corresponding to each thematic area. The mean score of the thematic areas are summarized in the following chart (Figure 6); and the mean score of the dimensions corresponding to each thematic area are summarized in frequency tables following the analysis and interpretations of each thematic area.

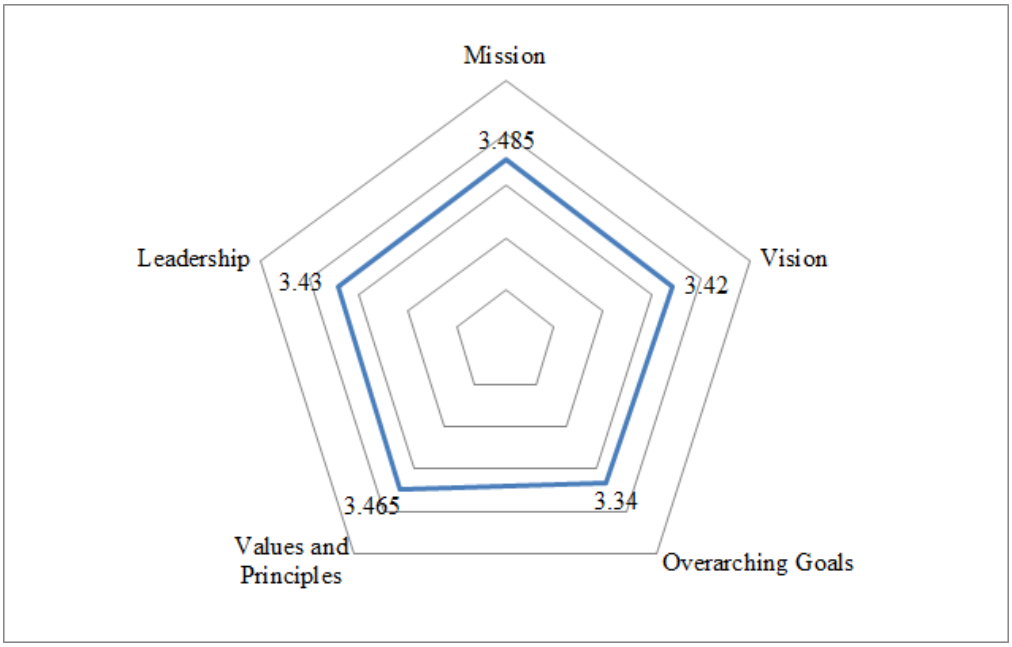


Figure 6: Mean scores for thematic capacity areas of organizational identity

3.4.1.1.Mission (3.485)

According to Figure 6, the mean rating of mission is 3.485, which is the highest score relative to vision, overarching goals, values and principles, and leadership. The score is also above the minimum threshold. The average score on mission is computed by averaging the mean score of two variables, namely effectiveness of mission statement; and communication of mission to external stakeholders. Analysis of these variables helps to spot areas requiring improvements elevating the mean rating of mission of Tigray CSOs.

Effectiveness of mission statement measures the extent to which a written mission statement exists, expresses the civil society organizations' reason for existence, is broadly held in the CSOs and frequently referred to as guideline for action and decision-making; and the spontaneity among managers and staff with regards to mission of the CSO. On the other hand, communication of mission to external stakeholders measures the extent to which mission statement of the CSO is communicated to external stakeholders and is understood by stakeholder.

Table 16 below summarizes the average scores of these variables. The table indicates that the mean rating of the effectiveness of mission statement is 3.57 with a standard deviation of 1.01, indicating uniformity across the civil society organizations of Tigray. The mean rating of

effectiveness mission statement is slightly higher than the average rating of both mission and communication of mission to external stakeholders. This indicates that Tigray CSOs have relatively well-defined purpose, which serves as guideline for decision-making and action by significant organizational members having wider consensus on mission of their organizations. However, this does not imply that mission is widely held among organizational members and serves as a guide of behavior all the time; and organizational members are spontaneous about the mission of their organizations.

On the other hand, CSOs communication of mission to external stakeholders is 3.40 with a standard deviation of 1.05, suggesting that the emphasis of CSOs on communicating and ensuring understanding of external stakeholders about their mission is lower than their emphasis on internal stakeholders. This may affect the CSOs visibility, trust, collaborations and support of beneficiaries, government authorities, community, partners, donors and other external stakeholders unless they improve the effectiveness of communication of their purposes.

In summary, the mean score for mission suggests that the CSOs should make focused efforts towards full capacity, as mission is the building block for developing an appropriate strategic plan, designing and installing appropriate financial, human and procurement systems. More importantly, efforts towards full capacity on the effectiveness of mission statement are critical to guiding the hearts and minds of all employees in making the right choices. Likewise, Tigray CSOs should promote visibility, trust, collaborations and support of beneficiaries, government authorities, community, partners, donors and other external stakeholders through effective communication of their purposes. However, the average rating of mission does not correspond to CSOs with high and full capacity, indicating that Tigray CSOs are far from having clearly defined statement of purposes.

Table 16: Results on Mission Dimensions

Dimensions	N	Mean	Std. Deviation
Effectiveness of Mission Statement	104	3.57	1.01
Communication of Mission to External Stakeholders	104	3.40	1.05

3.4.1.2. Vision (3.41)

Furthermore, a 3.41 mean score of vision, which is slightly above average, reflects that vision is clear, but perhaps with room for improvements in comparison to the mission and values of the

CSOs. The mean score for vision is an average of the average score of effectiveness of vision statement and communication of vision to external stakeholders. Accordingly, Effectiveness of Vision Statement is a measure of the extent to which a written vision statement exists, expresses aspirations of CSOS, is broadly held in the CSOs and frequently referred to as guideline for action and decision-making; and the spontaneity among managers and staff with regards vision of the CSOs. According to the survey data, the mean rating of Tigray CSOs on the effectiveness of vision statement is 3.49. Furthermore, the standard deviation of the effectiveness of vision statement is 1.04 indicating that the variability of CSOs on this variable is moderate. This score suggests that the capacities of CSOs in developing written vision statements expressing aspirations for the future, using it as a guideline for action and decision-making, creating organization wide consensus and spontaneity on vision statement is above average, but remote from full capacity. While it is true that the mean score on the effectiveness of vision statement is above the minimum threshold, it shows that focused efforts are needed in clarifying and articulating their vision, linking vision to the day-to-day work and communicating vision regularly until all organizational members are spontaneous about the vision of their organizations. This is particularly true as actions of organizational members are coordinated in a fast and efficient way based on the vision statement; and as it makes the formulation of goals, strategies and objectives effective and appropriately aligned.

According to Table 17, the mean score and standard deviation on communicating vision to external stakeholders are respectively 3.35 and 1.05. The standard deviation of 1.05 indicates that the mean score on communication of vision to external stakeholders is uniform across the civil society organizations of Tigray. Furthermore, the mean score of 3.35, which is above the minimum threshold, suggests that CSOs capacity in communicating to and promoting understanding of stakeholders on vision statement still needs improvements. The vision statement must appeal to, communicated and understood by all stakeholders- including government, partners, beneficiaries, donors and community- to ascertain successful performance.

Table 17: Results on Vision Dimensions

Dimensions	N	Mean	Std. Deviation
Effectiveness of Vision Statement	104	3.49	1.04
Communication of Vision to External stakeholder	104	3.35	1.05

3.4.1.3. Overarching Goals (3.34)

Overarching goals measures the extent to which the mission and vision are translated into clear, shared, bold and measurable set of goals that CSO aims to achieve, and are consistently used to direct actions and set priorities. Table 18 summarizes the mean and standard deviation of overarching goals. Accordingly, the mean and standard deviation of overarching goals of CSOs are 3.34 and 1 respectively. A standard deviation of 1 indicates that most CSOs are relatively close to the mean score on overarching goals. Likewise, the average score of overarching goals is 3.4, which is the lowest score compared to other dimensions of the major capacity area. This suggests that there are wider gaps in terms of translating vision into clear, shared, bold, and measurable sets of goals that the CSOs aim to achieve; and using goals to direct actions and consistently set priorities. The mean score on overarching goals suggest that CSOs should focus on setting clear and measurable goals, aligning goals with mission and vision, breaking down goals into actionable steps, providing resources and monitoring progress as they endeavor to move towards full capacity on this dimension.

Table 18: Results on Overarching Goals

Dimension	N	Mean	Std. Deviation
Overarching Goals	104	3.34	1.00

3.4.1.4.Values and Principles (3.465)

As summarized in Figure 6, the mean score for values and principles is 3.465, just slightly below mission, indicating that CSOs have widely held clarity on what they stand for, values and principles serve as a guideline for actions and behaviors of organizational members; and have strong organizational or group culture. However, an average score of 3.465 on a 5-point scale indicates that values and principles are not deeply held within the CSOs and are not demonstrated through the day-to-day behaviors of all employees. It also suggests that the culture of the CSOs is subject to the vagaries of the personality of their leaders. The mean score for Values and Principles is mean of the means of two dimensions, namely Shared Values and Principles, and Alignment of Values and Principles with Culture. Table 19 summarizes the mean and standard deviations of these dimensions. Accordingly, the mean and standard deviation for **Shared Values and Principles** are respectively 3.45 and 1.03. The mean score indicates that capacity of the CSOs to ensure that beliefs, values, preferences and practices are shared, and

ascertain core values and principles provide organizational members with sense of identity and direction for behavior is moderately high. The standard deviation on the other hand indicates moderate variability among the CSOs in inculcating the values and principles throughout the organizations. Moreover, the mean and standard deviations for the Alignment of Values and Principles with Culture are 3.48 and 1.05 respectively. The mean score suggests that the capacity of the CSOs to create alignment of Core Values and Principles with aligned with aspirations and strategy is relatively moderate, but not perfect alignment.

Table 19: Results on Values and Principles dimensions

Dimensions	N	Mean	Std. Deviation
Shared Values and Principles	104	3.45	1.03
Alignment of Values and Principles with Culture	104	3.48	1.05

3.4.1.5.Leadership (3.43)

Leadership's average score of 3.43 indicates that formal leadership's involvement in influencing attitudes, behaviors, and values of organizational members towards the CSOs mission, vision, values, and goals is strong, but not the highest. The mean score for Leadership is mean of the average score of two variables, namely Formal Leaderships' Role and Role of Board. Accordingly, from Table 20, one can observe that the mean score for Formal Leaderships' Role is 3.53 and its standard deviation is 0.94. The mean score shows that the CSOs' formal leadership capacity to influence attitudes, behavior and values of organizational members towards mission, vision, values and goals of the CSOs is relatively high despite of a moderate variability across the CSOs. Furthermore, the mean and standard deviation for Role of the Board are respectively 3.23 and 1.17. The mean score indicates that the board's leadership role, including fundraising, oversight, strategic directions and supervision of the General Manager/Executive director is moderately effective. The standard deviation reflects relatively moderate variability in terms of the effectiveness of the board in influencing behaviors in the CSOs.

Table 20: Results on Leadership Dimensions

	N	Mean	Std. Deviation
Formal Leadership's Role	104	3.53	0.94
Role of the Board	104	3.23	1.17

Factors Influencing Ratings on Organizational Identity

In examining the reasons behind respondents' ratings of their organizations' capacity to create a strong organizational identity, several key factors emerged. These factors, which contribute to a relatively moderate effectiveness in building and maintaining a clear identity for the CSOs, include both internal challenges and external constraints:

Lack of Finance and Budget:

One of the primary factors contributing to the moderate effectiveness in establishing a strong organizational identity is the **lack of financial resources**. Organizations often face budget constraints that hinder their ability to continually validate and revalidate their mission, vision, values, and principles, both internally and externally. Without the necessary financial support, activities aimed at strengthening the organizational identity—such as training, outreach, promotional materials, and stakeholder engagement—become difficult to implement. This results in a disconnect between the organization's core identity and its external perception.

Lack of Commitment and Competence of the Board

Another recurring reason for the weak organizational identity is the **lack of commitment and competence within the board**. Board members are often seen as lacking in their ability to provide strategic oversight, raise funds, and supervise formal leadership. This directly affects the CSO's capacity to strengthen its organizational identity, as board members are responsible for guiding the organization’s strategic direction and ensuring alignment with its stated mission and vision. When board members are disengaged or not fully committed, the CSO struggles to maintain a consistent and unified identity, both internally and externally.

These factors, combined, create a challenging environment for CSOs to build a cohesive and visible organizational identity that resonates with stakeholders, community members, and potential donors. Addressing these issues, especially around finance and board engagement, is critical to enhancing the overall effectiveness of the organization and ensuring a strong, sustainable identity

3.5. Organizational Capacity Status of Thematic Capacity Areas of Managerial Capacity

This subsection summarizes the current capacities of CSOs corresponding to the thematic areas and dimensions of capacity corresponding to the thematic areas under each major capacity area. Results are summarized in spider charts, and the numerical values next to each of these themes reflect average scores or ratings of CSOs for these aspects.

Managerial Capacity is the second major capacity area broken down into fifteen thematic. The mean score of these thematic areas are computed by averaging the mean scores of the various dimensions of capacity corresponding to each thematic area. The mean score of the thematic areas are summarized in the following chart (Figure 7); and the mean score of the dimensions corresponding to each thematic area are summarized in frequency tables following the analysis and interpretations of each thematic area.

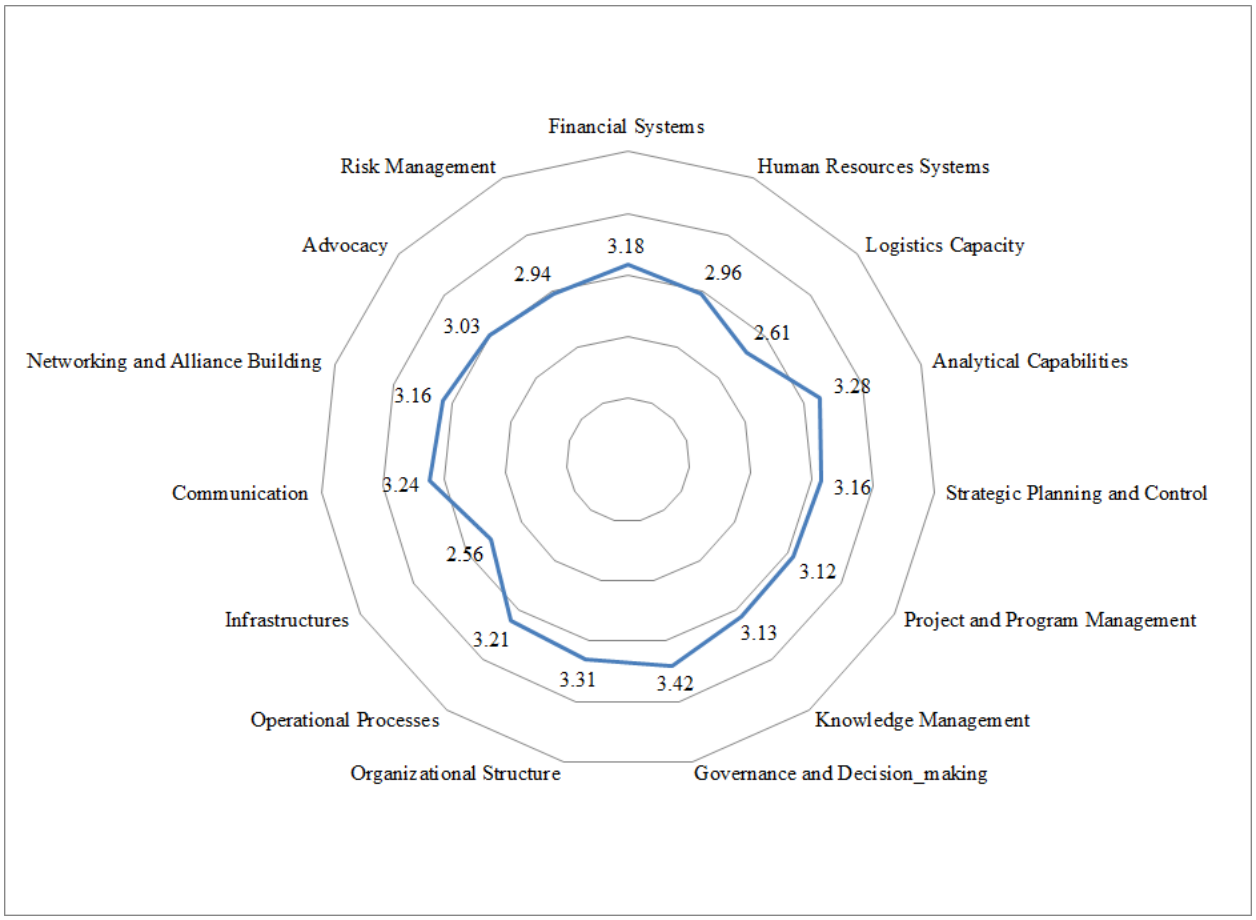


Figure 7: Mean scores for thematic capacity areas of managerial capacities

3.5.1. Financial Systems (3.16)

The average score of the financial systems capacity of CSOs is 3.16, which is slightly above medium capacity, but not closer to the high and full capacity. This suggests that the capacity to develop and implement financial and accounting manuals, organize an up-to-date financial filing system, diversify sources of funding, and develop fundraising capacities of Tigray CSOs is limited. While the score is not critical, their moderate capacity by no means enables them to be viable civil society organizations. Table 21 summarizes the means and standard deviations of the various dimensions of the financial systems of the CSOs. Accordingly, the mean and standard deviation for **Availability and Use of Administrative Cost Management Policy** are 3.46 and 1.25. The mean score and standard deviation suggest that the capacity in outlining administrative cost management policy and managing according to the limits of the policy is relatively high, despite of relatively high variability among the CSOs. While this may suggest that CSOs capacity to utilize budgets effectively is relatively well developed, there is a need for full implementation of the policy to build trust of the communities and realize the purposes of their establishment. Furthermore, the mean score for **Availability and Use of Financial Manuals and Systems** is 3.41 and a standard deviation of 1.32. A mean score of 3.41, despite of relatively high variability, indicates that the capacity of the CSOs to design and implement financial and accounting manuals and systems in controlling payables, receivables and inventories, and establishing and controlling budgets is moderate. It also reflects that not all CSOs have appropriate financial and accounting manuals that can be used in managing financial resources and preventing potential misuses, suggesting the need for taking action for improvements.

Similarly, the mean score and standard deviation for **Budgets as Management Tool** are 3.37 and 1.27 respectively. The statistics indicate that the capacity of the CSOs in using budget as management tools for program and project management; and for adjusting projects/programs as the need arises is relatively moderate. However, there is no uniformly distributed capacity among the CSOs, suggesting that many CSOs have weak capacity in using budgets as management tool. Furthermore, the mean score for **Filing System** is 3.32 and its standard deviation is 1.27, indicating that the CSOs' capacity to maintain an up-to-date filing system with all financial and narrative reports, records and receipts is relatively moderate despite of the presence of relatively higher variability among the CSOs.

Similarly, the mean score and standard deviation for **Regularity of External Audits** are respectively 3.29 and 1.44. A mean of 3.29 indicates that the capacity of the CSOs to undertake regular external audits and take corrective action according to the findings of external auditor to promote transparency to donors and other stakeholder is relatively moderate. However, the standard deviation reflects relatively high level of variability among the CSOs in undertaking regular external audits and taking corrective actions according to the findings. In relation to this, the mean and standard deviation for **Availability and Use of Internal Audit** are respectively 3.22 and 1.41. The mean score suggest relatively moderate capacity in using the findings of internal auditing procedures to take corrective action timely despite of relatively higher variability among the CSOs.

Table 21 indicates that the mean and standard deviation for **Fund Raising and Management Capacities** are 2.69 and 1.09, suggesting that the capacity of the CSOs to raise funds and manage large amount of funds is below the critical capacity index despite of a relatively moderate variability of capacity among the CSOs. The below the minimum threshold capacity level indicates the need for taking urgent actions to enhance the capacities of the CSOs in raising and managing funds strategically. Similarly, the mean score for **Funding Sources Diversification** is 2.68 reflecting a critical capacity gap in diversifying the source of funds of the CSOs. This merits immediate improvement action if the CSOs are to become viable and be able to play pivotal role in the post war reconstruction and rehabilitation of the post war Tigray.

Table 21: Results on dimensions of financial systems

Dimensions	N	Mean	Std. Deviation
Budget as Management Tool	104	3.37	1.27
Availability and Use of Financial Manuals and Systems	104	3.41	1.32
Filing Systems	104	3.32	1.27
Funding Sources Diversification	104	2.68	1.23
Fund Raising and Management Capacities	104	2.69	1.09
Availability and Use of Internal Audit	104	3.22	1.41
Regularity of External Audits	104	3.29	1.44
Availability and Use of Administrative Cost Management Policy	104	3.46	1.25

3.5.2. Human Resource Systems (2.96)

The mean score on the Human Resources System capacity of CSOs is 2.96, which is below the minimum capacity threshold. This mean score represents an average of various dimensions of the

human resources system. Table 22 summarizes the mean scores for the different dimensions, highlighting relative areas of strength and weakness within the human resources system of the organizations. Accordingly, the mean score for **Human Resource Information System** is 3.4 with a standard deviation of 1.28. This shows that the capacity of the CSOs to maintain accurate and actual data that support decision-making is relatively moderate in spite of the presence of relatively high variability among the CSOs. Similarly, the mean score and standard deviation of the **Human Resource Diversity** are respectively 3.39 and 1.42. The mean score suggests that CSOs are moderately effective in terms of implementing policies and processes, defining roles and allocating resources to strengthen human resources diversity. However, the existence of relatively high variability as reflected in the standard deviation indicates that there are CSOs that are ineffective in strengthening human resources diversity. This gap should be addressed as it might result in arbitrary practices, including discriminatory practices based on gender, ethnicity, religion and other backgrounds.

Furthermore, a mean score of 3.26 and standard deviation of 1.14 for **HR Forecasting and Planning** indicates that CSOs have moderate capacity and effectiveness in developing and implementing policies, defining organizational roles, and allocating resources for HR forecasting and planning. Similarly, a mean score of 3.21 and standard deviation of 1.2 for the **Linkage of the Human Resource Plan with the Strategic Plan** indicates a moderate level capacity and effectiveness of the CSOs in aligning the human resource plan with functional and strategic objectives. However, the relative strengths and moderate capacities in these dimensions fall short of high capacity and fully effective, warranting the need for focused action of improvement to enhance the viability of CSOs in Tigray.

Furthermore, data summarized in Table 22 indicate areas in the human resources system that merit immediate improvement. **Involvement of Non-Managerial Staff** in employee selection has a mean score of 3.06 and standard deviation of 1.28; and **staff recruitment and selection** has a mean score of 3.05 and a standard deviation of 1.23, both of which require immediate action despite being slightly above the critical capacity threshold.

Moreover, data collected from the survey on the human resource system components of CSOs in Tigray indicate significant capacity gaps in several dimensions of the human resource system. Specifically, the mean score of 2.89 and standard deviation of 1.28 for the **Involvement of Peers**

in Performance Evaluation indicate that CSOs in Tigray are lacking in ensuring peer participation in staff performance evaluations. This could adversely affect the reliability of performance evaluations if they rely solely on supervisors' assessments. Furthermore, the mean score and standard deviation for **Training** are 2.82 and 1.26 respectively. Furthermore, the mean and standard deviation of **Linkage of Evaluation and Rewards to Strategy are respectively 2.8 and 1.35**. A mean score of 2.82 for T**raining** indicates that CSOs are weak in establishing policies and processes, defining organizational roles, and allocating resources for training administrative and core process staff. The mean score for **Linkage of Evaluation and Rewards to Strategy** indicates that the capacity of the CSOs to link performance evaluation and reward with the strategies of the CSOs is below the minimum capacity threshold.

Further, the mean score and standard deviation for the **Budget for Professional Development** are respectively 2.14 and 1.14, indicating that the CSOs invest inadequate resources on staff development. The **Evaluation and Reward Systems**, with a mean score of 2.70 and standard deviation of 1.29 also indicate the need for urgent and impactful action for improvement. This suggests that Tigray CSOs exhibit apparent weaknesses in developing policies and processes, defining organizational roles, and allocating the necessary resources for effective performance evaluation and staff rewards. Additionally, **financial and non-financial compensation**, with a mean score of 2.77, highlights the insufficient allocation of resources for recruiting and maintaining qualified staff.

In summary, CSOs should revamp their human resources systems by addressing critical capacity gaps and further strengthening their relative strengths in order to enhance the human capital required to provide high-quality services to their beneficiaries.

Table 22: Mean and Standard Deviation for Human Resources Systems Dimensions

Dimensions	N	Mean	Std. Deviation
Human Resources Forecasting & Planning	104	3.26	1.14
Linkage of HRP with Strategic Plans	104	3.21	1.20
Human Resource Information System	104	3.42	1.28
Staff Recruitment and Selection	104	3.05	1.23
Financial and Nonfinancial Compensation	104	2.77	1.26
None-managerial Staff Involvement in Staff Selection	104	3.06	1.30
Training	104	2.82	1.26
Budget for Professional Development	104	2.14	1.14
Evaluation and Reward	104	2.70	1.29

Linkage of Evaluation and Rewards to Strategy	104	2.80	1.35
Involvement of Peers in Performance Evaluation	104	2.89	1.28
Human Resources Diversity	104	3.39	1.42

3.5.3. Logistics Capacity (2.61)

The mean logistics capacity of CSOs is 2.61 the lowest rating on Figure 7. It is also below the minimum capacity threshold and indicates a significant area of weaknesses of the Tigray CSOs. This score is an average of the averages of four dimensions of the logistics capacity. Table 23 provides summary of the means and standard deviations of these dimensions. The data on Table 23 indicate that the mean and standard deviation for **Availability and Use of Procurement Manuals and Systems** are 3.28 and 1.40 respectively. The mean indicates that the capacity of the CSOs to apply procurement manuals and systems to ensure value for money and enable timely execution of programs and projects is relatively moderate. However, there is an apparently wider range of variability in developing and applying appropriate procurement manuals and systems among the CSOs. Moreover, Table 23 indicates that the mean for Adequacy **of Communication Equipment** is 2.7 with a standard deviation of 1.30. The mean indicates that, despite of relatively high variability, the capacity of CSOs to coordinate their operational and administrative activities by using adequate communication equipment is below the minimum capacity threshold.

Further, the mean score for **Adequacy of Storage or Access to Storage** is 2.62 and its standard deviation is 1.35. Despite of relatively high variability, the mean score suggests that the capacity of the CSOs to meet the emergency and/or others needs of their target beneficiaries by availing adequate storage is below the critical capacity threshold. Still to come, the mean and standard deviation for Availability of Transportation Vehicles are 1.82 and 1.04. The mean score indicates that the capacity of the CSOs to undertake their operations by deploying sufficient vehicles is the lowest despite of the presence of relatively moderate variability among the CSOs.

In summary, the data show that Tigray CSOs lack access to adequate storage facilities, sufficient vehicles and/or services, and adequate communication equipment required in conducting and coordinating operations; and thereby to meet the immediate needs of their target communities.

Table 23: Logistics Capacity

Variables	N	Mean	Std. Deviation

Availability and Uses of Procurement Manuals and Systems	104	3.28	1.40
Adequacy of Storage or Access to Storage	104	2.62	1.35
Availability of Transportation Vehicles	104	1.82	1.04
Adequacy of Communication Equipments	104	2.71	1.30

3.5.4. Analytical Capabilities (3.28):

The mean score of analytical capabilities is 3.26, which is above the minimum capacity threshold and reflects a moderate area of strength of the CSOs. The mean score of this variable is an average of the mean scores of two aspects of analytical capabilities. The mean and standard deviation of Balance of Analytical and Execution Orientation; and Concentration of Analytical Capacity are summarized under Table 24. According to the data, the mean and standard deviation for Balance of Analytical and Execution Orientation are 3.35 and 1.13, suggesting that the capacity of the CSOs to balance their Analytical orientation with their execution orientation is relatively moderate with moderate variability. Furthermore, the mean and standard deviation for Concentration of Analytical Capacity are 3.20 and 1.14, reflecting relatively moderate variability and moderate capacity of the CSOs to spread their analytical capabilities across all levels of their organization.

Table 24: Results on Analytical Capabilities Dimensions

Dimensions	N	Mean	Std. Deviation
Balance of Analytical and Execution Orientation	104	3.35	1.13
Concentration of Analytical Capacity	104	3.20	1.14

3.5.5. Strategic Planning and Control (3.16):

The average rating of the strategic planning and control capacity of CSOs is 3.16. The rating is slightly above average and suggests that the capacity of CSOs in strategic planning and control is relatively moderate but not adequate in managing the CSOs strategically. The mean score is an average of averages of several dimensions of the strategic planning and control thematic capacity area of the CSOs. Table 25 summarizes the mean scores and standard deviations of capacity dimensions corresponding to strategic planning and control thematic capacity area. This table summarizes capacity status and categorizes the relative area of strength and weakness of the CSOs along the different dimensions of the strategic planning and control thematic area.

Accordingly, **Linkage of Ethical Policies to Strategic Planning** with a mean score of 3.55 and standard deviation of 1.46; and **Budget Utilization** with an average score of 3.58 and standard

deviation of 1.37 are two areas of strength of the strategic planning and control capacities of the CSOs. A mean score of 3.55 on the linkages of ethical policies to strategic planning indicate that the CSOs appear to integrate ethical considerations effectively into the strategic planning framework. Maintaining and improving this strength is important to enhancing the organizational integrity and stakeholders' trust of the CSOs. Similarly, the mean score for budget utilization indicate that the CSOs are effective in budget utilization in particular and strategic planning in general. However, these ratings do not reflect fully developed capacities of the CSOs indicating the need for reinforcing and further improving their capacities corresponding to these dimensions to ensure their viability. Moreover, the relatively high variability as reflected in the standard deviations of the two variables indicates that there is wider capacity gap among the CSOs in their ability to link ethical policies with strategic planning; and effective budget utilization.

Furthermore, Table 25 summarizes data pertaining to capacity dimensions with relatively moderate capacity status. Accordingly, a mean score of 3.24 of **Strategic Plan** indicates that CSOs are moderately effective in developing actionable and realistic medium to long-term strategic plan, and linking the plan with mission, vision and overarching goals. A standard deviation of 1.18 reflects a relatively moderate variability of capacities among the CSOs in terms of developing effective strategic plans.

Likewise, the mean score for **Staff Involvement in Strategic Planning** is 3.18 indicating that there is some engagement of staff in strategic planning. However, a standard deviation of 1.31 indicates relatively high degree of variability of capacity of CSOs to involve their staff in the strategic planning processes. Given this as it may, the CSOs should be able to enhance engagements of staff not only to increase staff commitment, but also to gain more insights.

Furthermore, **Availability of Performance, and Realization of Performance Targets** with a mean score of 3.11 and 3.13 respectively indicate relatively moderate capacity but suggest capacity gap of the CSOs in setting clear and achievable targets and meeting the targets accordingly. Likewise, a standard deviation of 1.19 each reflects relatively moderate variation of capacities among the CSOs in terms of setting clear and achievable targets; and meeting the performance targets.

Table 25 also summarizes information about the dimensions of the strategic planning and control thematic capacity area with moderate and critical capacity gap. In view of that, the mean score

for **Performance and Progress Measurement Systems** is 3.08, which indicates that CSOs face challenges in effectively measuring performance and progresses against strategic objectives. A standard deviation of 1.26 indicates relatively high degree of variations of capacity among the CSOs in installing effective performance and progress measurement systems. Likewise, the mean score for **Budgeting and Financial Planning** is 2.98, which is slightly under the critical capacity level. The mean score indicates that the CSOs face some challenges in developing financial plans and establishing budgets, which are aligned with strategic planning and performance management; and continuously updating according to performance-to-budget monitoring. A standard deviation of 1.32 portrays wider range of variations of capacity among the CSOs in developing aligned financial plans and budgets. Furthermore, the mean score for the **Regularity of Strategic Planning** is 2.96 indicating that CSOs are less effective in undertaking strategic planning as regularly as needed, which may potentially lead to misalignment with evolving organizational goals. A standard deviation of 1.28 depicts wider range of variations of capacity among the CSOs in undertaking regular strategic planning.

Moreover, the mean score for **Cascading Higher Level Budgets** is 2.85 indicating reluctance of the CSOs to decentralize budget, which is critical to enhance the success of undertaking operational activities. However, a standard deviation of 1.38 reflects wider ranges of variations of capacity among the CSOs in translating higher-level budgets into lower level departments and operational activities.

Table 25: Results on Strategic Planning and Control Dimensions

	N	Mean	Std. Deviation
Strategic Plan	104	3.24	1.18
Availability of Performance Targets	104	3.11	1.19
Realization of Performance Targets	104	3.13	1.19
Linkages of Ethical Policies to Strategic Planning	104	3.55	1.46
Performance and Progress Measurement Systems	104	3.08	1.26
Regularity of Strategic Planning	104	2.96	1.28
Staff Involvement in Strategic Planning	104	3.18	1.31
Management Information for Strategic Planning	104	3.13	1.30
Budgeting and Financial Planning	104	2.98	1.32
Cascading Higher Level Budgets	104	2.85	1.38
Budget Utilization	104	3.58	1.37

3.5.6. Project and Program Management (3.16):

The project and program management capacity score of the CSOs surveyed is 3.16, which is slightly above average and indicates a relatively high project and program management capacity of the CSOs. The mean score of this thematic capacity area is mean of the means of various dimensions of project and program management. Table 26 summarizes the mean and standard deviations of the different dimensions of the project and program management thematic capacity area of the CSOs surveyed. Table 26 provides information about capacity areas with relative strength and areas needing immediate improvements.

According to Table 26, the mean score of most dimensions corresponding to this thematic capacity area are above the minimum capacity threshold except the mean for **Assignment of Separate Monitoring and Evaluation Unit** to each program. The standard deviations corresponding to these dimensions are relatively higher particularly for the assignment of separate monitoring and evaluation unit to each program. This clearly indicates that the capacities of CSOs corresponding to the dimensions are moderately variable indicating that CSOs capacities are not uniformly distributed across the CSOs of Tigray.

Given this as it may, the mean score for **Methodology for Integrating Crosscutting Issue** is 3.32 with a standard deviation of 1.32. The mean score shows that the CSOs have relatively higher capacity in applying coherent and comprehensive methodology to integrate crosscutting issues in all programs. However, the standard deviation indicates that the capacity to apply coherent and comprehensive methodology to integrate crosscutting issues in all programs is relatively high. In other words, some CSOs have robust and comprehensive methodology while others do not. Furthermore, the mean score of **Moving from Decisions to Implementation** is 3.31 and a standard deviation of 1.25. This score indicates a relatively higher capacity of CSOs regarding the speed at which decisions are translated into action, suggesting responsiveness of the CSOs to meet the demands of their beneficiaries is relatively timely. Further, the mean score of **NAP Assessment Timeliness** is 3.16 with standard deviation of 1.37. The mean score suggest that while there is a relatively moderate capacity, there is a potential for improvement in the capacities of CSOs in undertaking needs, aspirations and priorities assessment.

Similarly, the mean score for **Program Approval Timeliness** is 3.13 and its standard deviation is 1.41. While it is true that there is a relatively high variability across the CSOs, their capacity to approve programs within reasonably shorter time is above the minimum capacity threshold level. In similar thread, the mean score for functional departments' coordination is 1.13 with a standard deviation of 1.41. The score shows that there is above minimum threshold interdepartmental coordination capacity of the CSOs on program/project management. However, note should be made that there is high variability and room for improvement in terms of integrating planning, finances, logistics and other departments/units of the CSOs to revamp the viability of the CSOs.

Likewise, the mean score for the variable **Timeliness of Project Development, Elaboration and Presentation** is 3.07 and standard deviation of 1.46, which reflects relatively high variability among the CSOs. The mean score indicates that there may be delays or inefficiencies in project development, elaboration and presentation among the CSOs despite of a rating that is slightly higher than the critical threshold. Furthermore, the mean and standard deviation of assignment for **Project Managers** are respectively 3.04 and 1.43, indicating that the capacity of the CSOs to assign project manager to each project is slightly higher than the minimum threshold despite of relatively higher variability among the capacities of the CSOs. In other words, the score could indicate that the CSOs assign single project manager for multiple projects ruling out the room for potential inefficiencies in managing projects. Furthermore, Table 26 indicates that the mean and standard deviation of **Project Management Knowledge and Skills** are respectively 3.03 and 1.35. This suggests that there may be skills or knowledge capacity gaps that could affect the success of the projects they implement.

Concerning to the capacity dimension meriting immediate action, data collected through the survey show that the mean score for **Separate Monitoring and Evaluation Unit** is 2.86. This low score indicates a significant concern about the effectiveness or presence of a dedicated monitoring and evaluation unit, which is crucial for assessing project success and impact. However, a standard deviation of 1.5 indicate that there is higher variability across the CSOs pertaining to their capacity to assign separate monitoring and evaluation unit to each project.

Table 26: Results on Project and Program Management Dimensions

Dimensions	N	Mean	Std. Deviation
NAP Assessment Timeliness (capacity to undertake NAP Assessment and Timeliness)	104	3.16	1.37

Capacity to Project Development, Elaboration and Presentation Timeliness	104	3.07	1.46
Program Approval Timeliness	104	3.13	1.41
Timeliness of Moving from Decisions to Implementation	104	3.31	1.25
Project/program Management knowledge and skills	104	3.03	1.35
Functional Departments Coordination with Program Management	104	3.13	1.41
Assignment of Project Managers	104	3.04	1.43
Methodology for Integrating Crosscutting Issues	104	3.32	1.32
Separate Monitoring and Evaluation Unit	104	2.86	1.50

3.5.7. Knowledge Management (3.12):

A 3.12 mean rating of **Knowledge Management** reflects a relatively moderate area of strength of the CSOs and a reasonable ability to capture, store, and share knowledge within the organization. Table 27 below summarizes information about the key dimensions of knowledge management within the CSOs, focusing on knowledge creation, integration of lessons learned, incentives for knowledge sharing, and the effectiveness of knowledge-sharing platforms. The mean and standard deviation of **Incentives for Knowledge Creation** are respectively 3.27 and 1.28. A mean score of 3.27 reflects that the CSOs ability and effectiveness in encouraging individuals to become knowledgeable and recognizing individual creativity in the creation of prerogative is relatively moderate. Similarly, the mean and standard deviation for **Integration of Evaluation Lessons** are respectively 3.25 and 1.23. This indicates that, despite of high level of capacity variations, the capacity of the CSOs in feeding the evaluation lessons as input to strategic planning and project and program design is relatively high, suggesting that the CSOs capacity to become learning organizations is above average but not fully developed. Moreover, the mean and standard deviation for **Creation of Operational Knowledge** are 3.24 and 1.14 respectively. While the standard deviation indicates that there is relatively moderate variations, the mean score indicates that the capacity of the CSOs to operational knowledge through learning by doing methodology.

Furthermore, the mean and standard deviation of **System for Institutional Knowledge** are 3.07 and 1.21 respectively. Given a relatively higher variability, the mean score reflects that the CSOs' overall capacity in installing and utilizing institutionalized knowledge management system pertaining to their internal and external aspects is slightly above average but far from high and full. Still to come, the mean and standard deviation of **Knowledge Sharing Internet**

and Intranet Platform are respectively 2.80 and 1.35. Despite of the presence of higher level of variability, a mean score of 2.80 indicates that the capacities of the CSOs in making available robust internet and intranet facilities for the purpose of sharing knowledge internally is below the minimum capacity threshold.

Table 27: Results on Knowledge Management Dimensions

Dimensions	N	Mean	Std. Deviation
Creation of Operational Knowledge	104	3.24	1.14
Integration of Evaluation Lessons	104	3.25	1.23
Incentives for Knowledge Creation	104	3.27	1.28
System for Institutional Knowledge	104	3.07	1.21
Knowledge Sharing Internet and Intranet Platforms	104	2.80	1.35

3.5.8. Governance and Decision-Making (3.42)

The average rating of the **Governance and Decision-making** thematic area is 3.42, which implies that governance structures and decision-making processes are moderately effective and functioning. This index is average of averages of the different dimensions of governance and decision-making thematic areas. Table 28 summarizes the mean scores and standard deviations of the various dimensions of governance and decision-making. According to the data collected through the survey, the mean score for **Tasks, Responsibilities and Decision-making Authority** is 3.45 and its standard deviation is 1.2. The mean score indicates that tasks and responsibilities and decision-making authority are moderately well defined, formalized and are reflection of the current reality of the CSOs despite of relatively moderate variability. Tasks, responsibilities and decision-making authority, which are formalized and well defined, promote empowerment, accountability and effective task execution despite of an apparent need for improvements that enhance viability of the CSOs. Furthermore, the mean score for **Vertical Coordination System** is 3.45 with a standard deviation of 1.16 indicating the existence relatively moderate effectiveness of communication and coordination between different organizational levels are evident, which helps in facilitating decision-making and feedback loops. Finally, the mean and standard deviation for **Horizontal Coordination System** are 3.36 and 1.25 respectively. The score indicates that while there is a moderate level of effectiveness the horizontal coordination mechanism of the CSOs, it suggests that interdepartmental collaboration may not be as strong as desired, indicating potential silos. The standard deviation,

however, suggests relatively high variability of capacity among the CSOs in terms of installing effective horizontal coordination mechanisms.

Table 28: Governance and Decision-making

Dimensions	N	Mean	Std. Deviation
Tasks, Responsibilities and Decision-making Authority	104	3.45	1.21
Vertical Coordination Systems	104	3.45	1.16
Horizontal Coordination Systems	104	3.36	1.25

3.5.9. Organizational Structure (3.31):

According to chart 2, the mean score for **Organizational Structure** is 3.31 indicating that the organizational design in the CSOs is moderately aligned with strategic planning and professional characteristics are considered in job design. In other words, the capacity of the CSOs in designing and implementing appropriate organizational structure is relatively moderate. The mean score for organizational structure is average of the averages of two dimensions of the organizational structure thematic capacity area. Table 29 provides summary of the mean and standard deviations of these two dimensions. From Table 29, the mean score for **Alignment of Organizational Design with Strategic Planning** is 3.32 and its standard deviation is 1.26. Given the relatively high variability across the CSOs, the mean score suggests organizational design is a reflection of strategic plans of the CSOs, implying moderately effective organizational design processes. Furthermore, the mean score for **Professionalism in Job Design** is 3.30 and its standard deviation is 1.19. The mean score suggest that job design is moderately effective in reflecting professional characteristics of the job and balancing professional autonomy with organizational bureaucracy.

Table 29: Results on Organizational Structure Dimensions

Dimensions	N	Mean	Std. Deviation
Alignment of Organizational Design with Strategic Planning	104	3.32	1.26
Professionalism in Job Design	104	3.30	1.19

3.5.10. Operational Processes (3.21):

According to Figure 7, the mean score for operational process is 3.21, which is higher than the minimum capacity threshold. This indicates that the capacity of CSOs to streamline, specify

service charters and efficiency of operational processes and deliver services is relatively moderate.

Table 30: Results on Operational Processes dimension

Dimension	N	Mean	Std. Deviation
Operational Process Efficiency	104	3.21	1.28

3.5.11. Infrastructures (2.56)

A mean score for **Infrastructure** is 2.56 indicates critical capacity gap in the Physical and ICT infrastructures of the CSOs. The score is below the minimum capacity threshold and may suggest that the performance of the CSOs is being strained due to low infrastructural capacity. The mean score for Infrastructures is average of the average of ICT Infrastructures and Information System, and Physical Infrastructure and Office Equipment. Table 31 shows that the mean score for ICT **Infrastructures and Information System** is 2.52, notably low score, indicating an inadequate availability of ICT Infrastructures and Information System in the Tigray CSOs. Despite of the existence of relatively high capacity variations, the mean indicates that the CSOs may be experiencing significant challenges in supporting the strategic and operational activities due to inadequately available ICT Infrastructures and Information System. Furthermore, the mean score for **Physical Infrastructures and Office Equipment** is 2.59, indicating a significantly lower than the critical capacity index. This notably low score suggests that the CSOs are struggling due to inadequate physical infrastructure and office equipment, which may affect the effectiveness their operational activities. This may create employee dissatisfaction due to inconvenient physical work environment and available office equipment. A standard deviation of 1.27 indicates relatively high degree of variability of physical infrastructure capacities among the CSOs.

The low scores for both ICT and physical infrastructures indicate a need for significant improvement in these areas. By addressing the identified shortcomings and investing in upgrades, the CSOs can enhance employee satisfaction, productivity, and overall organizational effectiveness in delivering valuable services to their target beneficiaries.

Table 31: Results on Infrastructure Dimensions

Dimensions	N	Mean	Std. Deviation
ICT Infrastructures and Information systems	104	2.52	1.31

Physical Infrastructures and Office Equipment	104	2.59	1.27

3.5.12. Communication (3.24):

Figure 7 indicates that the mean score of the communication thematic capacity area is 3.24, which is higher than the minimum capacity threshold, but far from high and fully developed capacity. The mean score of this thematic capacity area is average of the averages various aspects of communication within an organization, focusing on the communication strategy, information exchange, public relations, communication unit and staffing, and leader involvement in communication. Table 32 summarizes the mean and standard deviations of the various dimensions of the communication thematic capacity area. Accordingly, the mean score for **Leader Involvement in Communication** is 3.55 indicating a relatively high involvement of the General Managers/Executive Directors of the CSOs in their communication efforts. Leadership engagement is crucial for fostering a culture of open communication and can enhance employee trust and morale. A standard deviation of 1.03 reflects a relatively moderate variation among the CSOs in terms of the involvement of the general manager/executive directors in the communication efforts. Similarly, the mean score for **Information Exchange** is 3.29, indicating relatively moderate CSOs' capacity to actively exchange information to create shared understanding among their organizational members. Correspondingly, the mean score for **Public Relations** is 3.25, which indicates that recognition of CSOs of the power of public relations and marketing activities and utilizing public relations is relatively moderate. Furthermore, the mean score for **Communication Strategy** is 3.11 indicates the capacity of CSOs in developing and implementing communication is relatively moderate, and a standard deviation of 1.17 reflects relatively moderate capacity variations among the CSOs. While this suggests some capacity, it also implies that there are opportunities for improvements in outlining and implementing communication strategy. Moreover, Table 32 shows that the mean score for **Communication Unit and Staffing** is 2.99, which is slightly below the midpoint, suggesting that there are concerns about the adequacy of qualified staff and effectiveness of communication unit in the CSOs. This could affect the overall effectiveness and quality of communication in the CSOs. The standard deviations of 1.27 indicate high degree of variability for the communication unit and staffing suggesting differing capacities of the CSOs.

Table 32: Results on Communication Dimensions

Dimensions	N	Mean	Std. Deviation
Communication Strategy	104	3.11	1.17
Information Exchange	104	3.29	1.15
Public Relations	104	3.25	1.17
Communication Unit and Staffing	104	2.99	1.27
Leader Involvement in Communication	104	3.55	1.03

3.5.13. Networking and Alliance Building (3.16):

The mean score for **Networking and Alliance Building** is 3.16, which is higher than the minimum capacity threshold. The mean score is an average of the averages of the score for organizational engagement in networking, community visibility, and participation in coordination forums, Table 33 summarizes the mean and standard deviation of these dimensions of Networking and Alliance Building thematic capacity area. Accordingly, the mean score for **Networking and Alliance Building Approach is3.20.** This score indicates a relatively moderate level of effectiveness in the Civil Society Organizations in proactively identifying, approaching and effectively building and maintaining relationships with external organizations and groups of strategic importance. Nevertheless, it suggests that there is room for improvement to enhance relationships with external stakeholders. Furthermore, the mean score for **Community Visibility is 3.21.** This score suggests that the CSOS have a moderately high presence in the community. While this is positive, it also implies that there may be opportunities in further enhancing visibility and engagement with the community. The mean score for **Participation on Coordination Forums and Cluster Meetings is 3.07.** This lower score indicates that the level of participation of the CSOs in coordination forums and cluster meetings is far from satisfactory but slightly above the minimum capacity threshold. There may be challenges in effectively engaging in these platforms, which could hinder collaboration with other organizations. The standard deviations (1.24 for networking, 1.18 for community visibility, and 1.35 for participation) suggest variability in the capacities of the CSOs, especially for participation in forums.

Table 33: Networking and Alliance Building

Dimensions	N	Mean	Std. Deviation
Networking and Alliance Building Approach	104	3.20	1.24
Community Visibility	104	3.21	1.18
Participation in Coordination Forums and Cluster Meetings	104	3.07	1.35

3.5.14. Advocacy (3.03):

According to Figure 7, the mean score for **Advocacy** is 3.03, which is slightly higher than the minimum threshold. This score is average of the averages scores for the key aspects of advocacy within the organization, specifically focusing on the advocacy policy, leader's direct supervision of advocacy efforts, and risk assessment in advocacy initiatives. Table 34 provides summary of the means and standard deviations of these aspects of advocacy. Accordingly, the mean score for **Leader's Direct Supervision of Advocacy is 3.10**. This score is slightly above neutral, indicating that some level of effectiveness about leaders' involvement in advocacy efforts. However, it also suggests that there may be room for improvement in how leaders engage with and support advocacy initiatives. However, a standard deviation of 1.34 reflects the presence of relatively high variations among the CSOs in terms of the direct involvement of the leaders in the advocacy efforts of the CSOs. Furthermore, the mean score for **Advocacy Policy is 3.00.** This score indicates a medium capacity of CSOs to implement formal and written advocacy policy, which clearly defines what, when and to whom to advocate. While it suggests that CSOs recognize the existence of a policy, it does not reflect a strong endorsement with its effectiveness. A standard deviation of 1.33 indicates relatively higher capacity variations among the CSOs in terms of installing and implementing written, formal and comprehensive advocacy policy.

Likewise, the mean score for **Risk Assessment in Advocacy Initiatives is 2.98.** This score is slightly below critical capacity index, indicating concerns about how risk is assessed in advocacy initiatives. It may indicate the risk management processes and initiatives are inadequate, which could lead to uncertainty or apprehension about engaging in advocacy. The standard deviations of 1.22 for risk assessment indicate relatively high variability among the CSOs, suggesting differing level of capacity on risk assessment in advocacy initiatives.

Table 34: Advocacy

Variables	N	Mean	Std. Deviation
Advocacy Policy	104	3.00	1.33
Leader's Direct Supervision of Advocacy	104	3.10	1.34
Risk Assessment in Advocacy Initiatives	104	2.98	1.22

3.5.15. Risk Management (2.94):

According to Figure 7, the mean score for **Risk Management** is 2.94, which is slightly lower than the minimum threshold. This score is average of the averages scores for the key aspects risk assessment practices within the CSOs focusing on three key areas: management, governance, and programming risk assessment; beneficiaries, human resources, and financial risk assessment; and the tools and processes used for risk assessment. Table 35 summarizes the means and standard deviations of the various aspects of the risk management thematic capacity areas. Table 35 indicates that the mean score for **Beneficiaries, Human Resources, and Financial Risk Assessment is 3.07.** This score is slightly above medium capacity, suggesting the CSOs have moderate capacity in undertaking risk assessment related to beneficiaries, human resources and financial aspects. The moderate level of capacity indicates room for improvement. A standard deviation of 1.29 indicates relatively high level of variability in the capacity of undertaking beneficiaries, human resources and financial risk assessments among the CSOs.

Likewise, the mean score for **Management, Governance, and Programming Risk Assessment is 2.97.** This score indicates that CSOs' capacities in undertaking systematic assessment of risks at management, governance, and programming level is below the minimum capacity threshold, suggesting the need for taking action. The standard deviation of 1.28 shows wider range of variability of capacity among the CSOS in assessing risks associated with management, governance and programming. Similarly, the mean score for **Risks Assessment Tools and Processes is 2.78.** This score is notably low, suggesting significant capacity gaps in deploying risks assessment tools and processes. The standard deviation of 1.25 reflects a relatively high variability in capacity among the CSOs in making use of appropriate risk assessment tools and process.

Table 35: Results on Risk Management Dimensions

Dimensions	N	Mean	Std. Deviation
Management, Governance and Programming Risk Assessment	104	2.97	1.28
Beneficiaries, Human Resources and Financial Risk Assessment	104	3.07	1.29
Risks Assessment Tools and Processes	104	2.78	1.25

Factors Influencing Ratings on Managerial Capacity

In seeking to understand why respondents rated various aspects of their organizations' managerial capacity as they did, respondents were asked to identify the strengths and weaknesses of their CSOs, particularly focusing on factors that influence their capacity ratings. The most frequently cited issue contributing to insufficient managerial capacity was financial constrains, a core factor that underlies several challenges faced by the CSOs. These financial limitations affect multiple managerial capacity dimensions and thematic areas, including the following:

- **Human Resources Capacity Challenges**

Financial constraints often prevent CSOs from hiring skilled professionals on permanent contracts. As a result, many positions are filled by volunteers or staff on short-term contracts due to budget limitations. This leads to a lack of specialized expertise necessary to manage projects effectively, implement strategies, and deliver quality services. Furthermore, limited funds restrict opportunities for professional development, hindering staff's ability to adapt to new challenges or enhance their skills.

- **Lack of Infrastructural Capacity**

Financial limitations also impede CSOs from investing in essential infrastructure, such as transportation, office equipment, and technology. This lack of infrastructure leads to operational inefficiencies, such as delays in service delivery and difficulties in resource management. For example, without adequate transportation, CSOs cannot efficiently deliver services to beneficiaries, while inadequate ICT infrastructure hinders data management, communication, and coordination.

- **Weak Internal Systems and Policies**

Without sufficient funds, CSOs struggle to establish robust internal systems and policies, including HR manuals, procurement guidelines, and financial records. The absence of these structures leads to poor communication, inefficiency, and a lack of accountability, increasing the

risk of governance issues, such as resource mismanagement. This further weakens the CSOs' capacity to achieve strategic goals.

- **Lack of Adequate Capacity for Knowledge Management**

Financial constraints hinder the development of formal knowledge management systems. The absence of infrastructure to store and share data means valuable lessons from past projects are not properly documented or disseminated. This limits the CSOs' ability to learn from experience, improve future projects, and build organizational knowledge, all of which are crucial for growth and long-term success.

- **Insufficient Project and Program Management Capacity**

Limited financial resources also affect the execution of projects. CSOs may struggle to secure the necessary resources-whether for hiring skilled project managers or acquiring essential materials and services resulting in delays, poor-quality outcomes, and failure to meet objectives. These inefficiencies reduce the overall impact of projects and undermine the organization's ability to achieve its mission.

- **Limited Advocacy and Networking**

Financial constraints hinder CSOs' ability to engage in advocacy or form strategic partnerships. Without sufficient funds, organizations are unable to attend networking events or sustain advocacy campaigns, making it difficult to gain visibility, build a broader stakeholder base, or influence key issues. This lack of outreach can also hinder the CSOs' capacity to secure additional funding or expand impact.

- **Limited Communication Infrastructure Capacity**

Financial limitations prevent CSOs from investing in modern communication tools, such as digital platforms, public relations systems, or dedicated communication unit. As a result, communication within the CSOs and with external stakeholders can become inefficient and ad hoc. This reduces the organization's ability to reach key audiences, engage the public, and coordinate activities effectively. Poor communication also diminishes the organization's visibility, limiting its capacity to attract support and grow its influence.

- **Poor Risk Management systems**

Financial constraints also prevent the establishment of formal risk management systems, such as disaster risk reduction (DRR) frameworks. Without a structured approach to managing risks and responding to crises, CSOs are ill-prepared for emergencies. This lack of preparedness puts both

the CSOs and their beneficiaries at risk, as there are no formal procedures to mitigate or respond to potential disasters.

Overall, financial constraints are deeply intertwined with nearly every aspect of managerial capacity. These limitations restrict CSOs' ability to hire skilled staff, invest in infrastructure, implement necessary policies, execute projects, engage in advocacy, and develop robust systems for communication and risk management. This creates a cycle of underperformance, making it difficult for CSOs to grow, adapt, or meet their objectives. Addressing financial constraints is therefore critical to improving managerial capacity and ensuring the long-term sustainability of CSOs.

3.6. Organizational Capacity Status of Thematic Capacity Areas of Approaches

This subsection summarizes the current capacities of CSOs corresponding to the thematic areas and dimensions of capacity corresponding to the thematic areas under each major capacity area. Results are summarized in spider charts, and the numerical values next to each of these themes reflect average scores or ratings of CSOs for these aspects.

Approach is the third major capacity area broken down into five thematic capacity areas. The mean score of these thematic areas are computed by averaging the mean scores of the various dimensions of capacity corresponding to each thematic area. The mean score of the thematic areas are summarized in the following chart (Figure 8); and the mean score of the dimensions corresponding to each thematic area are summarized in frequency tables following the analysis and interpretations of each thematic area.

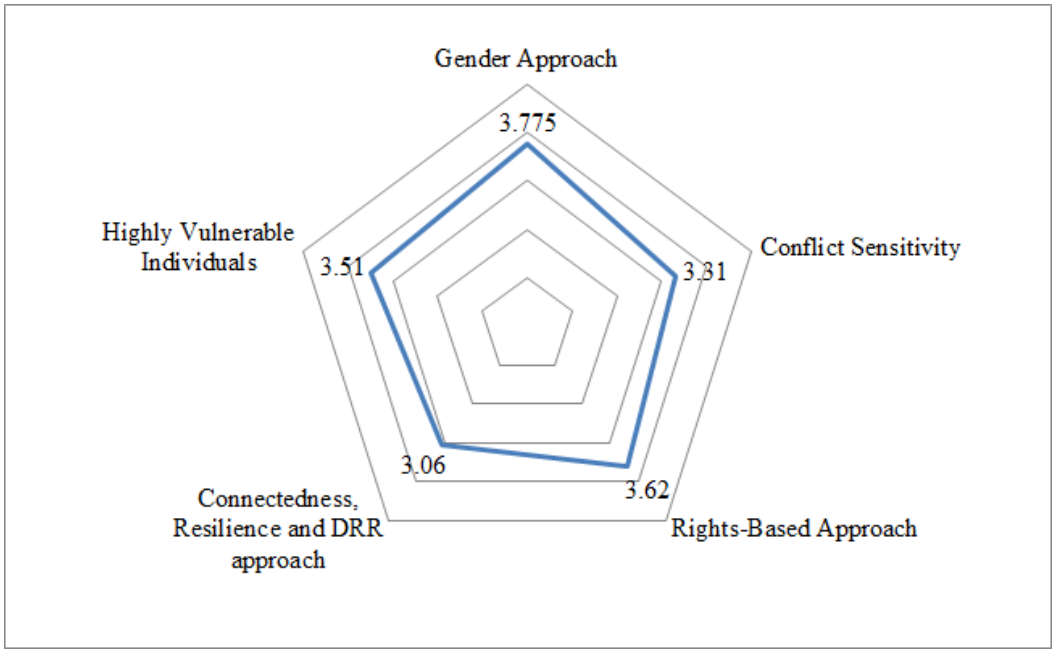


Figure 8: Radar Chart Showing Mean Scores for Thematic Capacity Areas of Approaches/ Commitments

3.6.1. Gender Approach (3.775)

The mean score for Gender Approaches is approximately 3.78, which is the highest score compared to the mean scores for the remaining thematic areas of this major capacity areas. This shows that CSOs' understanding of gender issues and gender power dynamics; and integrating gender issues in internal structure and in program design and implementation is relatively high. The mean score for Gender Approach is an average of averages of two dimensions of gender namely; Gender Issues and Gender Power Dynamics, and Gender in Internal structure, program design and Implementation.

Table 36 summarizes the means and standard deviations of these dimensions. Accordingly, the mean for **Gender Issues and Gender Power Dynamics** is 3.83 with a standard deviation of 1.05. This score indicates a strong awareness and positive perception of gender issues and power dynamics within the organization, which needs focused action to reinforcing and further developing to ensure the relevance of the CSOs in the communities they serve.

In similar thread, the mean score for Gender in **Internal Structure, Program design and Implementation** is 3.72 at standard deviation of 1.12. While it is true that there is a relatively moderate variability among the CSOs surveyed, the score indicates that CSOs posses relatively high capacity in terms of integrating gender in their internal structure and in program design and

implementation. This crucial to the success of programming and interventions of the CSOs as women and girls represent the majority of the community, and are susceptible to disasters.

Table 36: Results on Gender Approach Dimensions

Dimensions	N	Mean	Std. Deviation
Gender Issues and Gender Power Dynamics	104	3.83	1.05
Gender in Internal structure, program design and Implementation	104	3.72	1.12

3.6.2. Conflict Sensitivity (3.31)

The mean rating for conflict sensitivity is 3.31, which is above the minimum capacity threshold and higher than the mean score for Connectedness, Resilience and DRR thematic capacity area. However, the score is substantially lower the scores for Gender Approach, Rights-Based Approach and Highly Vulnerable Individuals thematic capacity areas. Given this as it may, the mean score is mean of the means of three dimensions of conflict sensitivity thematic capacity area.

Table 37 summarizes the means and standard deviations for Diagnosis of Potential Conflict, Conflict Assessment Procedures and Systems, and Conflict's Impact Mitigation Mechanisms dimensions. Accordingly, the mean score for **Diagnosis of Potential Conflicts is 3.44.** This score indicates a relatively moderate receptivity and ability of CSOs to identify potential conflicts at program and contextual level. A mean above 3.4 suggests that the CSOs are reasonably proactive in recognizing conflicts before they escalate, which is critical ingredient to the realization of the mandates of the CSOs. A standard deviation of 1.17 indicates that there is a relatively moderate variability among the CSOs in terms of their receptivity and ability to identify potential conflicts at program and contextual level.

Furthermore, the mean score for **Conflict Assessment Procedures and Systems is 3.25.** This score reflects relatively moderate level of capacity of the CSOs in applying potential conflict assessment procedures and systems, and using assessment results to inform associated risks and decision-making in the CSOs. However, the score also reflects the need for further improvements to ensure that the contribution of the CSOs do not backfire due to absence and less effective conflict assessment procedures and systems. The standard deviation shows that there is relatively moderate variability in the capacity utilize conflict assessment procedures and systems for the identification of potential conflict and using results to inform risks and support decision-making among the CSOs.

Similarly, the mean score for **Conflict's Impact Mitigation Mechanisms is 3.24.** This score is similar to the previous one, suggesting that while there are mechanisms to mitigate conflict impacts, but the CSOs may not apply effective and institutionalized mechanisms to minimize/reduce the negative impact of conflicts. A standard deviation of 1.24 however, reflects relatively high degree of variations among the CSOs in their capacity to develop and implement strategies of mitigating the impacts of conflicts as they breakout.

Table 37: Results on Conflict Sensitivity Dimensions

Dimensions	N	Mean	Std. Deviation
Diagnosis of Potential Conflicts	104	3.44	1.17
Conflict Assessment Procedures and Systems	104	3.25	1.21
Conflict's Impact Mitigation Mechanisms	104	3.24	1.24

3.6.3. Rights-Based Approach (3.62)

The average rating for Rights-Based Approach is 3.62, which is the second highest rating next to the rating for Gender Approach. The mean score of Rights-Based Approach is average of the averages of three aspects of the rights-based thematic area, including Rights of Beneficiaries, Institutionalization of Rights-Based Approaches; and Beneficiaries in Organizational Initiatives and Programming. Summary of the mean and standard deviation of these dimensions of Rights-Based Approach are presented in Table 38. Thus, the mean score for **Beneficiaries in Organizational Initiatives and Programming is 3.68.**This score reflects relatively high capacity of the CSOs in effectively promoting the entitlement of beneficiaries, as driving force, for improving quality of the organization and program design and implementation. However, a standard deviation of 1.13 implies a relatively moderate variability among the capacity of the CSOs to ensure that the beneficiaries are at the core of organizational improvement initiatives and programming effectiveness. According to the data, the mean score for **Rights of Beneficiaries** is 3.66. This score indicates relatively high level of commitment among organizational members and parties involved in organizational activities and programs in the CSOs. This reflects high level of commitment of the CSOs regarding the recognition and protection of beneficiaries' rights. However, a standard deviation of 1.4 indicates moderate variability among the CSOs and organizations involved in the programming and interventions. Similarly, the mean score for **Institutionalization of Rights-Based Approaches** is 3.52**. The score reflects relatively high level of capacity in installing and applying policies that**

promote the institutionalization of rights-based approaches within and outside the CSOs. However, a standard deviation of 1.21 indicates that there is no uniformity of capacity among the CSOs to institutionalize Rights-Based Approaches through policy support.

Table 38: Results on Rights-Based Approach Dimensions

Dimensions	N	Mean	Std. Deviation
Rights of Beneficiaries	104	3.66	1.14
Institutionalization of Rights Based Approaches	104	3.52	1.21
Beneficiaries in Organizational Initiatives and Programming	104	3.68	1.13

3.6.4. Connectedness, Resilience and DRR Approach (3.02)

The mean rating for Connectedness, Resilience and DRR is 3.02, the lowest rating compared to other thematic capacity areas of the approaches major thematic area, but slightly above the minimum capacity threshold. This score is computed from the mean scores for Community Resilience Policy, Disaster Prevention and Response Procedures and Systems; and Resilience, DRR Approach and Budgeting in Programming. Table 38 summarizes the means and standard deviations of these dimensions of capacity. According to Table 38, the mean score for **Community Resilience Policy** is 3.28 and standard deviation of 1.23. The relatively moderate mean rating suggests that the CSOs' capacity to install and apply clear policies promoting resilience of communities through their programs is moderately high, while there is a room for further improvements. However, the standard deviation indicates relatively high variability among the CSOs, meaning not all CSOs have clear policies that promote resilience of communities. Furthermore, the mean score for **Disaster Prevention and Response Procedures and Systems** is 2.99 and a standard deviation of 1.27. This score is just below the average midpoint of 3, indicating the effectiveness with which CSOs use formalized procedures and systems to prevent disasters from occurring and to make them less damaging when disasters occur is below the minimum threshold. The standard deviation suggests relatively wider ranges of the applications of formalized disaster prevention and response procedures and systems among the CSOs. Likewise, the mean score and standard deviation for **Resilience, DRR Approach and Budgeting in Programming** are respectively 2.91 and 1.25. The relatively low mean, combined with the standard deviation, indicates that many CSOs may not include Resilience and DRR approach and inadequately fund their programs.

Table 39: Results on Connectedness, Resilience and DRR Approach Dimensions

Dimensions	N	Mean	Std. Deviation
Community Resilience Policy	104	3.28	1.23
Disaster Prevention and Response Procedures and Systems	104	2.99	1.27
Resilience, DRR Approach and Budgeting in Programming	104	2.91	1.25

3.6.5. Highly Vulnerable Individuals (3.51)

The average rating of Highly Vulnerable Individuals is 3.51. The score is the second highest score for the thematic capacity area of the approaches major capacity area. The mean score of Highly Vulnerable Individuals is average of the averages of two aspects of the Highly Vulnerable Individuals thematic area, Policies and Integration of HVIs in Programming; and Cross Organizational Coordination of HVIs in Programming. Table 40 summarizes the means and standard deviations of these capacity dimensions. Accordingly, the mean score and standard deviation for **Policies and Integration of HVIs in Programming** are 3.55 and 1.23 respectively. The mean score of 3.55 suggests a generally high level of effectiveness in installing, applying and integrating clear policies for highly vulnerable individuals in all programs of the CSOs. The standard deviation indicates some variability in CSOs. In addition, the mean score for **Cross Organizational Coordination of HVIs in Programming** is 3.47 and its standard deviation is 1.22. This score is also relatively moderate, indicating a reasonable level of coordination among the CSOs in systematically integrating highly vulnerable people in program design and implementation. The standard deviation indicates moderate variability in capacities of the CSOs in ensuring inter-organizational coordination to integrate HIVs in programming.

Table 40: Results on Highly Vulnerable Individuals Dimensions

Dimensions	N	Mean	Std. Deviation
Policies and Integration of HVIs in Programming	104	3.55	1.23
Cross Organizational Coordination of HVIs in Programming	104	3.47	1.22

3.7.Organizational Capacity Status of Thematic Capacity Areas of Technical Capacities

This subsection summarizes the current capacities of CSOs corresponding to the thematic areas and dimensions of capacity corresponding to the thematic areas under each major capacity area. Results are summarized in radar chart, and the numerical values next to each of these themes reflect average scores or ratings of CSOs for these aspects.

Technical capacity is the fourth major capacity area broken down into five thematic capacity areas. The mean score of these thematic areas are computed by averaging the mean scores of the various dimensions of capacity corresponding to each thematic area. The mean score of the thematic areas are summarized in the following chart (Figure 9); and the mean score of the dimensions corresponding to each thematic area are summarized in frequency tables following the analysis and interpretations of each thematic capacity area.

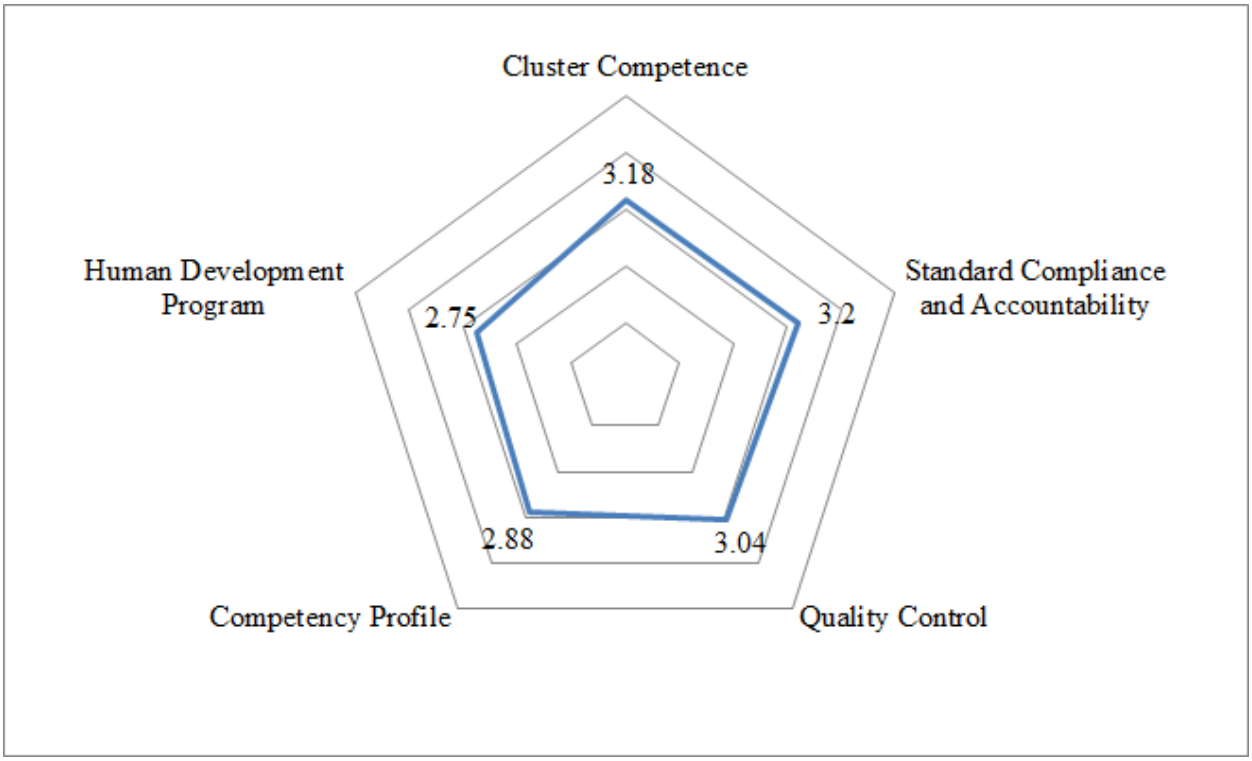


Figure 9: Mean scores for thematic capacity areas of technical capacity

3.7.1. Cluster Competence (3.18)

The mean score for Cluster Competence thematic capacity area is 3.18, which is the second highest score among the corresponding thematic areas of the technical capacity major area.

Nevertheless, reflects a relatively moderate capacity status of the CSOs. The average score for Cluster Competence is average of the average scores of the various aspects of the cluster competence thematic capacity area. Table 41 provides information about the means and standard deviations of the various aspects of Cluster Competence. The data indicates that the mean score for **Coordination with ACSOT, Government Authorities and Networks** is 3.27 and a standard deviation of 1.36. This score indicates a relatively moderate capacity of CSOs to coordinate with ACSOT, relevant government authorities and other networks. However, the higher standard deviation suggests that there are varying coordination capacities among the CSOs, with some CSOs having high coordination capacities while other with weak capacity.

Similarly, the mean score and standard deviation for **Programming Alignment with National, UN Charters and Other Standards** are respectively 3.24 and 1.24. The mean score reflects relatively moderate capacity of CSOs to provide services in alignment with national, international and UN charters and other standards. The fact that services of the CSOs are not perfectly aligned with national, international and UN charters and other standards strangely indicates low quality service delivery. While it is true that there are some diversity in the capacities of the CSOs; there is room for taking improvement actions geared towards providing highly standardized services to their target beneficiaries.

According to Table 41, the mean score for **Development of Cluster Experience and Competence** is 3.13 and a standard deviation of 1.30. This mean score suggests a relatively moderate capacity of CSOs in accumulating experiences and competences corresponding to their clusters overtime, but by no means high or full capacity. While it is true that the relatively high standard deviation reflects a wide range of capacity differences among the CSOs, the mean score indicates the ability of the CSOs to provide high quality services corresponding to their clusters is far from optimum, suggesting a room for improvements.

Furthermore, the mean score and standard deviation for **Sphere Standards and UN Cluster System Updates** are respectively 3.08 and 1.30. This indicates the CSOs' ability to keep abreast with the Sphere standards and UN cluster system is slightly above average but high variability among the CSOs. In other words, the mean score reflects a modest capacity of the CSOs in providing standardized services to their target beneficiaries, while the room for significant improvements is clearly visible in the effort to make the CSOs viable.

Table 41: Results on Cluster Competence Dimensions

Dimensions	N	Mean	Std. Deviation
Development of Cluster Experience and Competence	104	3.13	1.30
Sphere Standards and UN Cluster System Updates	104	3.08	1.30
Programming Alignment with National, UN Charters and Other Standards	104	3.24	1.24
Coordination with ACSOT, Government Authorities and Networks	104	3.27	1.36

3.7.2. Standard Compliance and Accountability (3.20)

The mean rating for **Standard Compliance and Accountability** is 3.20, the highest mean score from among the thematic capacity areas corresponding to the technical major capacity area. The mean score shows that the capacity of the CSOs to install and apply policies and standards to guide behavior within and outside the organization- including code of conduct, core humanitarian standards, Sphere, HAP and People in Aid is moderately high. The standard deviation for this variable is 1.26, indicating considerable range of variability in the capacities of the CSOs to ensure Standard Compliance and Accountability.

Table 42: Results on Standard Compliance and Accountability Dimension

Dimension	N	Mean	Std. Deviation
Standard Compliance and Accountability	104	3.20	1.26

3.7.3. Quality Control (3.04)

The mean score for Quality Control (Quality Management System) and its standard deviation are respectively 3.04 and 1.22 (Table 43). The mean score of 3.04 suggests a slightly above-average capacity of CSOs in applying effective quality management system and promoting quality in the CSOs' culture. This indicates that the CSOs' quality management system is far from well developed and effective. The standard deviation of 1.22 indicates a relatively high level of variability in among the CSOs, suggesting that experiences with the quality management system differ among the CSOs.

Table 43: Results on Quality Control Dimension

Dimension	N	Mean	Std. Deviation
Quality Management System	104	3.04	1.22

3.7.4. Competency Profile (2.88)

The mean score for Competency Profile is 2.88, which is the second lowest rating in the technical thematic capacity areas. The mean score is also below the minimum capacity threshold indicating CSOs' critical capacity gap. The mean score for Competency Profile is average of the mean score of two dimensions of competency profile. Table 44 provides information about the mean scores and standard deviations of Maintenance of Competency Profiles and Competency Gap Assessment; and Adequacy of Cluster Specialized Staff. Accordingly, the mean score for **Maintenance of Competency Profiles and Competency Gap Assessment** is 2.96 at a standard deviation of 1.22. The mean score of 2.96 indicates CSOs' capacity in the maintenance of competency profiles and undertaking of gap assessments is slightly below average, but suggesting significant capacity gap in taking evidence based interventions to improve the human capital of the CSOs focusing on strategic job families. This is critical capacity gap, which would potentially affect the capacity of the CSOs to deliver high quality and responsive services to their target beneficiaries meriting immediate and impactful improvement actions. The standard deviation reflects a relatively high range of ratings, indicating variability in the maintenance of competency profits and undertaking competency gap assessment capacity among the CSOs. Moreover, the mean score and standard deviation for **Adequacy of Cluster Specialized Staff** are 2.80 and 1.24 respectively. This score is lower than the previous variable and below the minimum capacity threshold, indicating a more pronounced challenge in deploying sufficient cluster specialized staff. In other words, the mean score shows that the capacity of the CSOs to deploy sufficient cluster specialized staff is inadequate, which might potentially affect the efficiency and effectiveness of the CSOs. The standard deviation also reflects variability in the capacities of the CSOs to deploy cluster specialized staff.

Table 44: Results on Competency Profile Dimensions

Dimensions	N	Mean	Std. Deviation
Maintenance of Competency Profiles and Competency Gap Assessment	104	2.96	1.22
Adequacy of Cluster Specialized Staff	104	2.80	1.24

3.7.5. Human Development Program (2.75)

The mean rating for **Core Technical Staff Development Program** and its standard deviation are respectively 2.75 and 1.27 (Table 45). The mean score is the lowest rating and is below the

critical capacity index, suggesting critical capacity gap in developing and implementing Human Development Program to improve the skills and knowledge of the core technical staff of the CSOs. Despite of high level of variability in the capacities of the CSOs, the mean score reflects serious capacity gap that can potentially affect the efficiency and effectiveness of the operations of the CSOs unless immediate action is taken to address the problem.

Table 45: Results on Human Development Program Dimensions

Variable	N	Mean	Std. Deviation
Core Technical Staff Development Program	104	2.75	1.27

3.8. Organizational Capacity Status of Thematic Capacity Areas of Performance Capacities

The capacity status of the thematic capacity areas corresponding to performance capacity major area is an average score of the average rating of 60 CSOs in Tigray. This has been the case, as measuring performance capacity status can only make sense as an aggregation of the rating of those CSOs operating for more than one strategic period. Hence, the mean scores corresponding to the thematic capacity areas exclude the ratings of the CSOs that have been in operation for less than 5 years. Figure 10 summarizes information about the mean capacity status of 60 CSOs and analysis of the findings is summarized under separate headings of the thematic capacity areas.

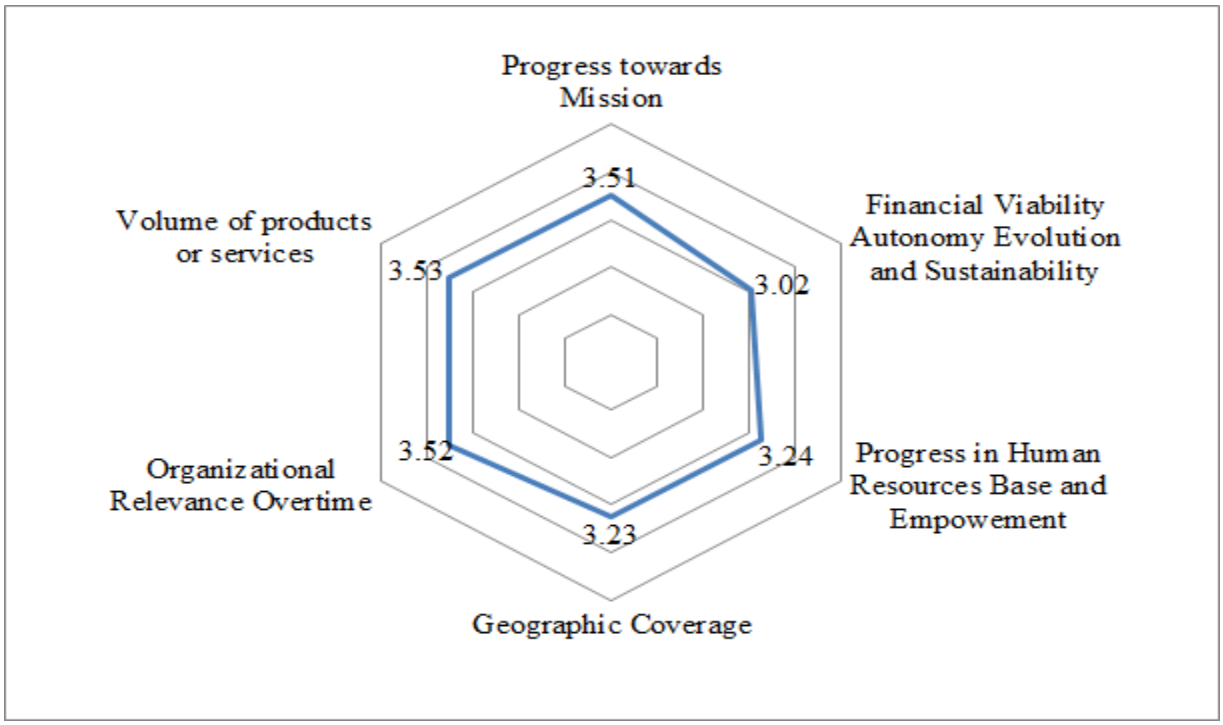


Figure 10: Mean scores for thematic capacity areas of performance capacity

3.8.1. Progress towards Mission (3.51)

Figure 10 summarizes the mean scores of five thematic areas corresponding to the performance major capacity area. Accordingly, the mean score for **Progress towards Mission** is 3.51, indicating that the capacity of the CSOs in making progress towards the mission for which they are established is reasonably high. The mean score for Progress towards Mission is an average of the averages of two dimensions of this thematic capacity area, which is summarized under Table 46. Accordingly, the mean score for **Program Effectiveness** is 3.45 and its standard deviation is 1.00. This score suggests that the capacities of the CSOs in implementing major programs that contribute to the promotion of resilience of target communities and to increases in the number of programs executed is relatively moderate. However, a mean of 3.45 indicates that the capacity of the CSOs in making progress towards their mission is above the minimum threshold, implying that the CSOs are deemed effective, while there is still room for improvements. A standard deviation of 1.00 means that capacities are spread out around the mean, with some CSOs having higher capacity in terms of their progress towards mission and others with relatively lower capacity. Furthermore, the mean score and standard deviation for the **Effectiveness of Meeting Donors' and Stakeholders' Expectations** are respectively 3.57 and 1.03. This higher mean

score indicates that the CSOs are reasonably effective in meeting the expectations of donors and stakeholders. A mean of 3.57 suggests a more effectiveness in meeting the expectations of their donors and stakeholders compared to program effectiveness alone. The standard deviation is similar to that of program effectiveness, indicating a comparable level of variability among the CSOs. It suggests that while many CSOs are effective in meeting expectations, there are still differing capacities on the extent of effectiveness.

Table 46: Results on Progress towards Mission Dimensions

Dimensions	N	Mean	Std. Deviation
Program Effectiveness	60	3.45	1.00
Effectiveness of Meeting Donors and Stakeholders Expectations	60	3.57	1.03

3.8.2. Financial Viability, Autonomy, Evolution and Sustainability (3.02)

According to Data on Figure 10, the mean score for Financial Viability, Autonomy, Evolution and Sustainability is 3.0, which is slightly above the minimum capacity threshold. The mean score suggests that the Capacities of the CSOs to become viable, autonomous, evolve and sustainable is medium with a room for further improvements as the CSOs aspire to become viable organizations. Given this as it may, the mean score for this thematic capacity area is average of the average scores for Diversity of Sources of Funds, Reliability of Funding Sources, Linkage of Funding to Growth and Context, and Sustainability of Source of Funding.

Table 47 summarizes information about the means and standard deviations of these dimensions of capacity. In view of that, the mean score for **Linkages of Funding to Growth and Developing Context** is 3.25 at a standard deviation of 1.12. This score is above 3, indicating a relatively moderate capacity of the CSOs to link funding to growth and developing operating, with relatively moderate variability among the CSOs.

Furthermore, the mean score and standard deviation for **Reliability of Funding Source** are respectively 2.98 and 1.30. The mean and standard deviation indicate that the capacity of the CSOs to increase the reliability of their funding sources overtime is below the critical capacity index despite relatively higher variability among the CSOs. This reflects that the CSOs need to take immediate change initiative in their bid to improve their sustainability and enhance the efficiency and effectiveness of their programming and interventions.

Similarly, the mean score and standard deviation for **Diversity of Sources of Funding** are 2.93 and 1.23 respectively. The mean score suggests that the capacity of the CSOs to increase the diversity of the source of funding overtime is below the minimum capacity threshold. A mean score, which is below the critical capacity index, suggests that the CSOs have not been going through effective evolution to become financially autonomous, viable and sustainable. This suggests that the CSOs should take immediate course of action to improve their capacity to diversify funding and hence to meet the needs of their target beneficiaries in an effective manner. The standard deviation also indicates that there is relatively high variability of the capacities of the CSOs to diversify the sources of funds.

Finally, the mean and standard deviation for **Sustainability of Source of Funding** are respectively 2.90 and 1.30. A mean below 3 suggests low capacity of the CSOs to ensure the sustainability of the source of their funds, with a high standard deviation reflecting diverse capacity status among the CSOs. Such capacity gap indicates the need for urgent action to enable the CSOs deliver their services sustainably and enhance their institutional viability.

Table 47: Results on Financial Viability, Autonomy, Evolution and Sustainability Dimensions

Dimensions	N	Mean	Std. Deviation
Diversity of Sources of Funds	60	2.93	1.23
Reliability of Funding Sources	60	2.98	1.30
Linkage of Funding to Growth and Context	60	3.25	1.12
Sustainability of Source of Funding	60	2.90	1.30

3.8.3. Progress in Human Resources Base and Empowerment (3.24)

Figure 10 indicates that the mean score for **Progress in Human Resources Base and Empowerment** is 3.24 indicating that the CSOs have been growing in terms of their human resources capacity. This mean score is the mean of the means of three dimensions of Human Resources Base and Empowerment of particularly technical staff. Table 48 summarizes the means and standard deviations of these dimensions of capacity. Accordingly, the mean score and standard deviation for **Empowerment Delegations** are 3.50 and 1.14, indicating that the ability of management of the CSOs to undertake empowerment delegation has been increasing at reasonably high pace. This indicates that the ability of the CSOs to manage knowledge workers and develop management successors has been growing overtime, which is critical to improving

the overall effectiveness of the CSOs and effectiveness of their programming. The standard deviation also indicates that there is there is modest variability of capacities among the CSOs. Furthermore, the mean score for **Growth in Human Resources** is 3.17 indicating that the CSOs have been moderately registering increase in the number and quality of their human resources overtime, which in turn suggest that their ability to provide high volume of services has been growing at modest capacity. The standard deviation of this variable is 1.22 suggesting a relatively high variability among the CSOs in registering growth in human resources base. Finally, the mean score for **Capacity to Replace Key Staff** is 3.07 with standard deviation of 1.25. The mean score of 3.07 indicates that the capacity of the CSOs to replace key staff is slightly higher than the minimum capacity threshold despite moderately higher variability among the CSOs. The lowest score and slightly above the minimum threshold suggests that the CSOs should be able to take change initiatives to reduce risks associated with potential turnover of key staffs

Table 48: Results on Progress in Human Resources Base and Empowerment Dimensions

Dimensions	N	Mean	Std. Deviation
Growth in Human Resources	60	3.17	1.22
Capacity to Replace Key Staff	60	3.07	1.25
Empowerment Delegation	60	3.50	1.14

3.8.4. Geographic Coverage (3.23)

The mean score for Geographic Coverage is 3.23 (see Table 49), indicating that the capacity of the CSOs to expand the outreaches of their programs and interventions is above the minimum threshold and growing overtime. This reflects that the capacities of the CSOs to ensure equitable access to their services has been above average, while there is room for further improvements in ensuring equity in the programming and interventions among different geographic locations of Tigray.

Table 49: Results on Geographic Coverage Dimensions

Variable	N	Mean	Std. Deviation
Growth in Geographical Coverage	60	3.23	1.29

3.8.5. Organizational Relevance Overtime (3.52)

According to Figure 10, the mean score for **Organizational Relevance Overtime** is 3.52 indicating reasonably high capacity of the CSOs to provide relevant services to their target communities and beneficiaries. However, a 3.55 score on 5 point scale indicates that the capacities of the CSOs to provide relevant services has not been fully developed. Given this as it may, the mean score of Organizational Relevance Overtime is average of the averages of two as aspects of this thematic capacity area namely: Mission and Program Revalidation, and Image and Visibility. Table 50 provides summary of the means and standard deviations of these dimensions of capacity. According to Table 50, the mean score and standard deviation for **Image and Visibility** are respectively 3.50 and 1.02 suggesting that the images and visibility of the CSOs has been witnessing improvement overtime, which is crucial for the reputability and trust of the community they serve. Furthermore, the mean and standard deviations for **Mission and Program Revalidation** are 3.53 and 1.10, suggesting that the capacities of the CSOs in revalidating mission and programs according to the changes in the operating context and needs of the target communities is relatively high and growing overtime. A standard deviation of 1.1 reflects moderate degree of variability among the CSOs in their capacity to revalidate mission and revise programs according to the developing contexts.

Table 50: Results on Organizational Relevance Overtime Dimensions

Dimensions	N	Mean	Std. Deviation
Mission and Program Revalidation	60	3.53	1.10
Image and Visibility	60	3.50	1.02

3.8.6. Volume of Products or Services (5.53)

The mean score for Volume of Products or Services is 3.53 with a standard deviation of 1.03, which reasonably high and indicates that the capacity of the CSOs to the diversity and increase volumes of the products and services have been improving overtime despite modest variability among the CSOs.

Table 51: Results on Volume of Products or Services Dimension

Dimension	N	Mean	Std. Deviation
Products/Services Diversity and Volumes	60	3.53	1.03

3.9.Damage Assessment

Damage assessment analysis was carried out based on information collected from 58 CSOs that were established before the Tigray war broke out (October 3, 2020).

3.9.1. Direct Impacts of the Conflict on CSOs Operations

Table 52 provides insights into the direct impacts of a conflict on CSO. The total number of responses is 295, and the percentage of cases adds up to 508.6%, indicating that each case often reports more than one impact due to the conflict. The major impacts are Lack of Resources (Financial, Human, Material) with 13.6% of total responses, Security Concerns for Staff and Beneficiaries with12.5, Damage to Organizational Assets with 11.2%, Inability to Reach Target Communities with 11.2%, Disruption of Ongoing Projects and Programs with 10.5%, Destruction of Infrastructure with 10.2%, Displacement of Staff Members with 9.8% of total responses. Loss of personnel, Regulatory Obstacles and Bureaucratic Hurdles, Shift in Organizational Priorities, and Loss of Institutional Memory and Expertise are found to have moderate impacts on the CSOs and their operations. Loss of Trust from Beneficiaries, and Other impacts (like becoming a victim of intentional targeting of the CSO, retaining psychological and mental health problem) were found to have minimal impacts.

Table 52: Results on direct impacts of the conflict

direct impacts of the conflict	Responses		Percent of Cases
	N	Percent	
Destruction of infrastructure	30	10.2%	51.7%
Loss of personnel	19	6.4%	32.8%
Displacement of staff members	29	9.8%	50.0%
Damage to organizational assets	33	11.2%	56.9%
Lack of resources financial, human, material	40	13.6%	69.0%
Security concerns for staff and beneficiaries	37	12.5%	63.8%
Regulatory obstacles and bureaucratic hurdles	15	5.1%	25.9%
Loss of institutional memory and expertise	10	3.4%	17.2%
Disruption of ongoing projects and programs	31	10.5%	53.4%
Inability to reach target communities	33	11.2%	56.9%
Loss of trust from beneficiaries	3	1.0%	5.2%
Shift in organizational priorities	12	4.1%	20.7%
Others	3	1.0%	5.2%
Total	295	100.0%	508.6%

3.9.2. Human and Property Loss

The total loss reported by the 58 CSOs consists of significant casualties and property damage. A total of 416 males and 221 females have lost their lives, resulting in a combined human loss of 637 deaths. It should be noted, however, a single CSO reported 350 male and 150 female volunteer life loss due to the war. In addition to the tragic loss of life, the CSOs incurred a total estimated property loss that amounts to 4,674,538,332 Birr.

Table 53: Total Human and Property Loss of CSOs

Type of loss	Total loss
Total number of male loss	416 deaths
Total number of female loss	221 deaths
Total estimates of property	4,678,038,332

3.9.3. Top Three Immediate Needs of CSOs for Recovery/Rebuilding Efforts

Table 54 summarizes the distribution of responses regarding priorities for support, classified as first, second, and third choices. First, second, and third choices were given weights 5, 4, and 3 respectively. The immediate needs of CSOs have been put in order of their total weighted score. Financial assistance for rebuilding efforts was overwhelmingly the top priority, with a total score of 263.Emergency funding for operational continuity was the second most important need by CSOs with a total score of 131.Rehabilitation of infrastructure and Technical expertise in organizational development follow as the third and fourth important needs with with total scores 95 and 89 respectively. Others like Psychosocial support for staff members, Reestablishment of communication channels, Technical expertise in organizational development, Advocacy support for addressing the needs of war-affected CSOs, and Other forms of support were relatively low in demand.

Table 54: Results on the three most important immediate needs of CSO for recovery and rebuilding efforts

	Count of 1st choice	Count of 2nd choice	Count of 3rd choice	Total
Financial assistance for rebuilding efforts	48	5	1	263
Emergency funding for operational continuity	2	25	7	131

Rehabilitation of infrastructure	2	13	11	95
Technical expertise in organizational development	2	4	21	89
Psychosocial support for staff members	0	7	8	52
Reestablishment of communication channels	2	4	3	35
Advocacy support for addressing the needs of war-affected CSOs	1	0	4	17
Others	1	0	3	14
Grand Total	58	58	58	

3.9.4. Overall Impact of the War on CSOs Ability to Function and Serve

Table 55 summarizes assessments of the overall impact of the war based on different levels of damage sustained by the CSO. Severe damage with significant long-term implications was the most frequently reported outcome, with 33 respondents (the majority). Substantial setbacks requiring extensive recovery efforts was reported by 8 CSOs. Moderate impact with manageable challenges was the experience for 11 CSO and Minimal disruption with opportunities for adaptation was reported by 6 CSOs. In general, majority of CSOs have experienced severe or substantial impacts from the war.

Table 55: Assessment of the overall impact of the war

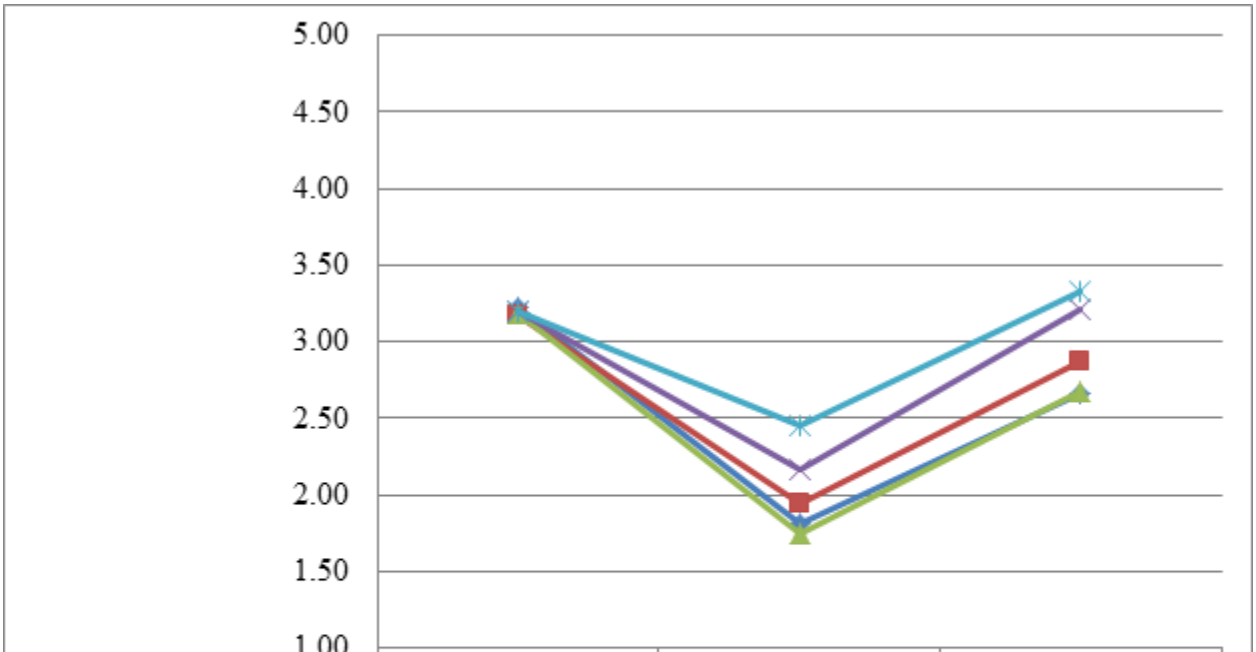
Damage level	Count
Severe damage with significant long-term implications	33
Substantial setbacks requiring extensive recovery efforts	8
Moderate impact with manageable challenges	11
Minimal disruption with opportunities for adaptation	6

3.9.5. Evaluation of Organizational Capacity Before, During, and After the War

Figure 11 shows the status of CSOs based on various factors across three time periods: pre-war, during the war, and after the war. The factors being assessed are Finance, Human resources, Infrastructure, Volume of services, and Beneficiaries. During the pre-war period, all the variables were relatively stable and similar, with values around 3.18 to 3.22, indicating that Finance, Human resources, Infrastructure, Volume of services, and Beneficiaries were at moderate levels before the war.

During the war, the ratings declined significantly. Finance dropped from 3.22 to 1.81, Human resources decreased from 3.18 to 1.95, Infrastructure declined from 3.18 to 1.75, Volume of services fell from 3.20 to 2.16, and Beneficiaries dropped from 3.20 to 2.45, indicating fewer people benefiting from services.

During the post-war period, none of the factors returned to pre-war levels, however, noticeable recovery has been observed. The Finance rating improved from 1.81 during the war to 2.67, showing some recovery in resources; Human resources increased from 1.95 to 2.88, suggesting some workforce recovery; Infrastructure improved from 1.75 to 2.68, indicating rebuilding efforts; Volume of services increased to3.21; Beneficiaries risen from 2.45 to 3.33.



	pre war	during war	after war
Finance	3.22	1.81	2.67
Human resource	3.18	1.95	2.88
Infrastructure	3.18	1.75	2.68
Volume of services	3.20	2.16	3.21
Beneficiaries	3.20	2.45	3.33

Figure 11: CSO situation pre-war, during-war, and post-war

4. SUMMARY, CONCLUSION S AND RECOMMENDATIONS

This section presents summary of the key findings of the assessment of the existing landscape of CSOs corresponding to their internal and external environments. The data corresponding to the external operating environment of the CSOs were collected from 15 KIIs and 1 FGDs. The key findings regarding the organizational capacity status of Tigray Civil Society Organizations (CSOs) is based on survey data from 104 CSOs, focusing on four major capacity areas: organizational identity, managerial capacity, approaches, and technical capacity. Additionally, the performance capacity area was analyzed using data from 60 CSOs, specifically those operating for more than one strategic period. The summary begins with an overview of capacity status in these major areas, followed by insights into thematic capacity areas and their corresponding dimensions.

Accordingly, the study indicated that Tigray CSOs have a dual mandate; promotion of good governance and addressing specific community needs, including humanitarian crises and development services tailored to local contexts in the postwar rehabilitation and reconstruction of Tigray. Further, the study found that the legal framework for CSOs has improved since the 1113/2019 proclamation at national level. However, confusion over jurisdiction among various governmental bodies of Tigray complicates accountability and administrative processes. Likewise, a fragmented political landscape hinders CSO operations, with government officials often prioritizing their agendas over collaboration. There is a widespread misunderstanding of CSOs' roles, which are seen primarily as aid providers rather than advocates for governance. In relation to the economic environment, CSOs face significant economic challenges, including heavy reliance on external funding and rising operational costs. Transportation difficulties, particularly in rural areas, further strain their resources. The assessment revealed that resource mobilization and management is challenging, with many CSOs struggle with effective fundraising strategies and often depends on international funding routes, which diminish the resources available for local organizations. Similarly, establishing effective partnerships is challenging, with limited networking opportunities restricting CSOs from accessing funds and sharing best practices. In respect to the opportunities and challenges, the post-war context offers potential for improved collaboration and resource management, yet the scale of humanitarian needs and infrastructure damage poses significant hurdles.

In addition, the assessment analyzed the internal organizational capacity status of the CSOs corresponding to five major capacity areas and subsequent thematic capacity areas and dimensions. Summary of the key findings of the survey are highlighted as follows:

4.1.Summary

4.1.1. Summary of Organizational Capacity Status of CSOs-Approaches

The survey data on the capacity of Tigray Civil Society Organizations (CSOs) reveals several key insights into their approaches and commitments:

1. **Overall Approaches**: The mean score for the overall capacity in various approaches is 3.46, indicating moderate capability in gender sensitivity, conflict awareness, rights-based approaches, and sustainability.
2. **Gender Approach**: The CSOs show strong commitment to gender issues, with a mean score of 3.78. They excel in understanding gender dynamics (3.83) and integrating gender into programming (3.72).
3. **Conflict Sensitivity**: The mean score is 3.31, suggesting moderate strength. They are moderately capable of diagnosing potential conflicts (3.44) and employing conflict assessment procedures (3.25), but have lower capacity in conflict impact mitigation (3.24).
4. **Rights-Based Approach**: With a score of 3.62, the CSOs demonstrate a strong commitment to promoting beneficiaries' rights. They effectively involve beneficiaries in initiatives (3.68) and recognize their rights (3.66), while showing moderate capacity in institutionalizing these approaches (3.52).
5. **Connectedness and Resilience**: This area scores lower at 3.04, indicating relatively weak commitment. Community resilience policies are moderately developed (3.28), but disaster prevention and response systems are below average (2.99), and budgeting for resilience approaches is also lacking (2.91).
6. **Highly Vulnerable Individuals (HVIs)**: The CSOs have a relatively high capacity (3.51) to address the needs of HVIs, particularly in policy integration (3.55), though coordination among CSOs is only moderate (3.47).

4.1.2. Summary of Organizational Capacity of Tigray CSOs-Organizational Identity

The assessment of Organizational Identity among Tigray Civil Society Organizations (CSOs) indicates a moderate capacity to define their mission, vision, core values, and leadership engagement, with an overall mean score of 3.43. Here is a breakdown of key areas:

1. **Mission**: The mean score is 3.485, suggesting a moderately high capacity to develop and communicate effective mission statements. The effectiveness of the mission statement scores 3.57, indicating good communication and shared understanding, while communication to external stakeholders scores 3.40, reflecting moderate capability.
2. **Values and Principles**: With a mean score of 3.465, CSOs show moderate capacity in establishing clear shared values. The score for shared values is 3.45, and alignment of these values with organizational culture is slightly higher at 3.48.
3. **Vision**: The average score for Vision is 3.41, indicating a moderately high capacity to articulate effective statements of aspiration. The effectiveness of vision statements scores 3.49, while communication to external stakeholders is slightly lower at 3.35.
4. **Leadership**: The overall score for Leadership is 3.43, reflecting moderate capacity in shaping organizational identity. Leadership's formal role scores 3.53, indicating effective influence on attitudes toward the mission and values, while the role of the board is rated lower at 3.23, suggesting only moderate involvement in strategic oversight and support.

4.1.3. Summary of Organizational Capacity of Tigray CSOs -Performance Capacity

The assessment of Performance Capacity for Tigray Civil Society Organizations (CSOs) reveals a mean score of 3.34, indicating a relatively moderate capacity for achieving goals and delivering results. Here are the key insights:

1. **Progress towards Mission**: The mean score is 3.51, suggesting a strong capacity for advancing their missions. The effectiveness of programs is rated at 3.45, showing moderate capacity in implementing impactful programs, while the ability to meet donors' expectations scores higher at 3.57.
2. **Financial Viability, Autonomy, Evolution, and Sustainability**: This area scores lower at 3.02, indicating only slightly above minimum capacity. The linkages of funding to growth score 3.25, while the reliability of funding sources (2.98) and diversity of funding

sources (2.93) show capacity gaps. The sustainability of funding sources is particularly weak, with a mean score of 2.90 and high variability.

3. **Progress in Human Resources Base and Empowerment**: The mean score is 3.24, reflecting moderate capacity for growth in staffing. Empowerment through delegation scores 3.50, indicating strong capacity, while growth in the number of employees is rated at 3.17. The capacity to replace key staff is slightly above average at 3.07.
4. **Geographic Coverage**: The mean score of 3.23 suggests a moderate capacity for expanding outreach and service access.
5. **Organizational Relevance Over Time**: Scoring 3.52, this area indicates high capacity for delivering relevant services. The image and visibility dimension scores 3.50, and mission revalidation is slightly higher at 3.53, showing strong adaptability to changing contexts.
6. **Volume of Products or Services**: The mean score is 3.53, indicating a high capacity for diversifying and increasing the volume of products and services offered by the CSOs.

4.1.4. Summary of Organizational Capacity of Tigray CSOs -Managerial Capacity

The assessment of managerial capacity among Tigray's Civil Society Organizations (CSOs) reveals a mixed picture. The overall mean score of **3.09** indicates that while there is a slight capacity above the minimum threshold, significant weaknesses exist across several areas.

1. **Financial Systems**: While some aspects like administrative cost management are strong (3.46), there are critical gaps in fundraising and funding source diversification (both below 2.70), indicating urgent needs for financial sustainability.
2. **Human Resource Systems**: The average score of **2.96** points to considerable deficiencies, particularly in training, compensation, and professional development, which can hinder staff retention and effectiveness.
3. **Logistics**: With an average score of **2.61**, logistics capacity is the weakest area, particularly in transportation (1.82) and storage facilities, severely limiting operational effectiveness.

4. **Strategic Planning**: A score of **3.16** reflects moderate capacity, with strengths in budget utilization (3.58) and ethical policy integration (3.55), but notable gaps in regular strategic planning and budgeting processes.
5. **Project Management**: At **3.16**, this area shows moderate capability, though there is a need for dedicated monitoring and evaluation units, which scored low (2.86).
6. **Knowledge Management and Governance**: Both areas scored relatively well (3.12 and 3.42, respectively), indicating moderate effectiveness in knowledge sharing and decision-making processes.

4.1.5. Summary of Organizational Capacity of Tigray CSOs -Technical Capacity

The assessment of **Technical Capacity** among Tigray's Civil Society Organizations (CSOs) reveals a mean score of **3.01**, indicating a moderate level of technical proficiency but highlighting several critical gaps that need addressing.

1. **Cluster Competence**: With a mean score of **3.18**, CSOs demonstrate a moderately strong capacity in coordination and alignment with national and international standards. However, areas like the development of cluster experience (3.13) and updates on Sphere standards (3.08) suggest there is room for improvement.
2. **Standard Compliance and Accountability**: This area scores the highest among the technical capacities at **3.20**, indicating a relatively strong adherence to standards and accountability measures.
3. **Quality Control**: At **3.04**, the quality control systems are slightly above average, but still require enhancements to ensure effective quality management practices.
4. **Competency Profile**: The score of **2.88** indicates significant challenges in maintaining competency profiles and assessing gaps, particularly concerning the adequacy of specialized staff (2.80). This shortfall directly impacts operational efficiency and effectiveness.
5. **Human Development Program**: With a low score of **2.75**, this area highlights a critical capacity gap in human development initiatives, suggesting that CSOs struggle to implement effective training and development programs for their personnel.

4.2. Conclusions

Based on the key findings of the study, it is safe to conclude that the external operating environment of Tigray CSOs present both opportunities and challenges for impactful role in the postwar context of Tigray. To address the challenges and enhance CSOs impact, CSOs in Tigray require a comprehensive roadmap for sustainable development that engages the government, society, and relevant stakeholders. This roadmap should focus on creating an enabling environment for collaboration, understanding, and accountability. By reaffirming their core missions of promoting governance and democratization while addressing local needs, CSOs can play a pivotal role in rebuilding Tigray in the post-war context.

However, the existing organizational capacity status measured from various dimensions indicate only a moderate capacity, highlighting the need for taking short, medium and long-term improvement initiatives depending the capacity statuses. To be sure, to realize viable CSOs and enable them play pivotal role in the post war reconstruction of Tigray, there are areas requiring significant improvements corresponding to the major, thematic and various aspects of the thematic capacity areas, even if the mean scores are above the minimum capacity thresholds.

The assessment of Tigray CSOs reveals a nuanced landscape of capacities and commitments across various approaches. While these organizations demonstrate strong capabilities in gender sensitivity and rights-based programming, as indicated by their high mean scores, there remain significant areas for growth, particularly in conflict sensitivity and disaster risk reduction.

The findings underscore a robust commitment to addressing the needs of vulnerable populations, yet the variability among CSOs suggests a need for tailored capacity-building initiatives to enhance consistency and effectiveness. Strengthening conflict assessment procedures and disaster response mechanisms will be crucial for improving overall resilience.

Moving forward, fostering collaboration among CSOs can enhance their collective impact, particularly in integrating gender considerations and rights-based approaches into all facets of programming. By focusing on these areas, Tigray CSOs can better navigate challenges and promote sustainable development, ultimately contributing to a more equitable and resilient community.

The analysis of organizational identity among Tigray CSOs reveals a moderate but promising capacity for defining and communicating their mission, vision, and core values. With mean scores indicating relatively strong capabilities in articulating their mission and vision, these organizations demonstrate an understanding of the importance of clear purpose in guiding their actions and decision-making.

However, there is room for improvement, particularly in enhancing the effectiveness of communication with external stakeholders and ensuring that overarching goals are well-defined and integrated into daily operations. The moderate engagement of leadership, particularly the board's role, highlights the need for stronger involvement in shaping and supporting organizational identity.

By focusing on these areas, Tigray CSOs can strengthen their organizational identity, fostering greater alignment among their mission, values, and actions. This, in turn, will enhance their effectiveness and resilience, enabling them to better serve their communities and achieve their goals. Emphasizing continuous development in these capacities will be crucial for maximizing their impact in an evolving landscape.

The assessment of performance capacity among Tigray CSOs highlights a commendable overall ability to achieve their missions and deliver relevant services, with a mean score of **3.34** reflecting moderate to strong capabilities in several key areas. The organizations show significant progress toward their goals, particularly in meeting the expectations of donors and stakeholders, which indicates effective engagement and responsiveness.

However, challenges persist, particularly in financial viability and the diversification of funding sources, where scores suggest a need for strategic improvements. Enhancing financial sustainability will be critical for ensuring that CSOs can maintain their operations and adapt to changing circumstances.

The capacity to empower staff and manage human resources is a positive aspect, yet further development is needed to support growth in this area. Geographic coverage is also moderately effective, underscoring the potential for expanded outreach.

In conclusion, while Tigray CSOs exhibit strong performance in many respects, a focused effort on financial strategies, resource diversification, and staff empowerment will be essential for

maximizing their impact and ensuring long-term sustainability. By addressing these challenges, they can enhance their effectiveness and resilience, ultimately serving their communities more comprehensively and effectively.

The evaluation of managerial capacity among Tigray's Civil Society Organizations (CSOs) reveals a mixed landscape of strengths and critical gaps. The overall mean score of **3.09** indicates a capacity that is slightly above the minimum threshold, suggesting a foundational ability to manage resources and organizational functions, but also highlighting the urgent need for improvement across various dimensions.

Financial Systems Capacity demonstrates moderate strengths, particularly in administrative cost management, but significant weaknesses in fundraising and funding diversification pose challenges for long-term sustainability. The **Human Resource Systems** score of **2.96** reflects notable weaknesses, especially in training and performance evaluation, emphasizing the need for enhanced investment in staff development and effective evaluation systems.

Logistics Capacity is particularly concerning, with an average score of **2.61**, underscoring critical gaps in procurement, storage, and transportation capabilities that severely limit operational effectiveness. The **Strategic Planning and Control Capacity** score of **3.16** shows some competency in budget utilization and ethical policy integration, yet indicates room for improvement in regular strategic planning practices.

The **Project and Program Management Capacity** reveals moderate strengths in integrating crosscutting issues and needs assessment but also highlights the need for a more dedicated approach to monitoring and evaluation. **Knowledge Management** shows a moderate capability to capture and share knowledge, although the low score in digital platforms indicates a significant area for enhancement.

Scores in **Governance and Decision-Making Capacity** suggest a reasonably functioning system, yet there are still opportunities to refine coordination and decision-making processes. Similarly, while the **Organizational Structure Capacity** is moderately aligned with strategic goals, further efforts are necessary to optimize organizational design.

In summary, while Tigray CSOs demonstrate moderate managerial capabilities, critical areas—particularly logistics, human resources, and risk management—require urgent attention.

Addressing these gaps will be essential for enhancing overall effectiveness, ensuring sustainability, and enabling CSOs to fulfill their missions effectively in the post-war reconstruction context. By strengthening these foundational areas, Tigray's CSOs can improve their operational capacities and better serve their communities.

The assessment of **Technical Capacity** among Tigray's Civil Society Organizations (CSOs) presents a landscape of moderate capability alongside notable deficiencies. The overall mean score of **3.01** reflects a medium technical capacity, signaling that while CSOs possess some foundational skills, there are critical gaps that must be addressed to enhance their operational effectiveness.

Cluster Competence scores at **3.18**, indicating a moderately strong capacity for coordination and alignment with national and international standards. However, improvements are still necessary, particularly in developing experience and competence over time, as evidenced by the lower scores in staying updated with Sphere standards and UN cluster systems.

The area of **Standard Compliance and Accountability** demonstrates a relatively solid capacity with a mean score of **3.20**, the highest among the technical capacity dimensions. This suggests that CSOs are generally adhering to relevant standards and maintaining accountability, although there is still room for refinement.

Conversely, the **Quality Control** score of **3.04** indicates a need for more robust quality management systems. This slightly above-average capacity highlights the importance of implementing effective quality controls to ensure service delivery meets established standards.

The **Competency Profile** reveals significant challenges, with a mean score of **2.88** indicating critical gaps in maintaining competency profiles and assessing skills deficits. The particularly low score of **2.80** for the adequacy of cluster specialized staff underscores the urgent need for targeted recruitment and training to bolster operational effectiveness.

Finally, the evaluation of the **Human Development Program** indicates a profound capacity gap, reflected in the low mean score of **2.75**. This highlights the necessity for comprehensive human development initiatives that focus on enhancing employee skills and readiness.

In summary, while Tigray's CSOs exhibit moderate technical capacities, substantial improvements are needed, especially in staffing competencies, specialized training, and human

development programs. Addressing these gaps is crucial for strengthening the overall effectiveness of CSOs, ensuring they can better serve their communities and contribute meaningfully to post-war recovery and resilience-building efforts.

Overall, creating an enabling environment and improving their organizational capacities, including promoting strategic partnerships, diversified funding sources, and increased societal awareness are essential for realizing the mission and achieving the goals of the CSOs, ultimately allowing CSOs to fulfill their critical roles in postwar recovery of the region and fostering long-term development.

4.3. Recommendations

Based on the findings of this study, the researchers recommend a multi-faceted and comprehensive strategy to rebuild and strengthen civil society organizations (CSOs) in Tigray. The ultimate goal is to enable CSOs play active and impactful roles in the post-war rehabilitation, reconstruction, and in fostering good governance and democratization processes in the region. This approach should not only focus on fortifying the capacity of the CSOs but also seek to enhance the engagement of a wide array of stakeholders, including the government, local communities, donors, and international partners. To be precise, the researchers recommend that CSOs focus on:

- **Engagement of Key Stakeholders**

The study underscores the importance of building a broad base of support for CSOs from political entities, donors, and the local community. It is essential to initiate efforts that raise awareness and deepen the understanding of the critical role CSOs play in promoting good governance, democracy, and human rights. This includes fostering a shared commitment from both political and societal actors on the need to recognize CSOs as vital partners in the rebuilding and democratization of Tigray.

Given the complexity of the current situation in Tigray, CSOs must be able to work effectively with all stakeholders- government, political entities, and the broader society- toward common purposes. The roadmap for rebuilding CSOs should emphasize strategies for changing negative or uninformed perceptions of CSOs, particularly among political elites and the community, to

facilitate greater trust and cooperation. Shifting these perceptions will be crucial in enabling CSOs to mobilize both local and external resources for their activities.

- **Creating an Enabling Legal and Institutional Environment**

The study highlights the need for creating a more enabling environment for CSOs through advocacy aimed at improving the legal and regulatory frameworks governing their operations. The researchers recommend a comprehensive review and revision of existing laws and directives that govern CSOs to promote an atmosphere of collaboration and growth.

In particular, there is a pressing need for the establishment of a dedicated institution within the regional government to oversee the administration, support, and regulation of CSOs. This institution should be tasked with providing consistent and effective services to CSOs under one umbrella, thus helping to streamline processes and ensure that CSOs have the support they need to operate efficiently. It is critical that the institution be staffed with well-qualified professionals who understand the needs of CSOs and can provide them with the necessary resources and guidance.

- **Embracing Core Values of Good Governance and Accountability**

The study recommends the CSOs embrace and integrate the key principles of inclusiveness, transparency, and accountability into their own organizations as they set out to contribute to the good governance and democratization process of the region. This will not only enhance their credibility and legitimacy but also help the CSOs gain the trust of local communities, donors, and government officials and other stakeholders.

CSOs should be established with clear and well-articulated missions that align with the needs of their members and communities, as well as addressing pressing issues such as human rights, social justice, and democratic participation. A clearly defined purpose is vital to ensure the long-term sustainability of CSOs and to avoid mission drift or the risk of organizations becoming platforms for personal or political agendas. The credibility of CSOs depends on their ability to maintain focus on their core purposes and to ensure that their activities directly contribute to the common good.

- **Promoting Inclusiveness and Gender Equality**

As part of fostering good governance and democratization, CSOs should ensure that their work promotes inclusiveness and gender equality. This includes actively involving marginalized groups, such as women, youth, and people with disabilities, in decision-making processes and ensuring that their rights and needs are addressed. Given the current context in Tigray, promoting gender equality and inclusiveness should be a priority for all CSOs involved in the reconstruction and rehabilitation efforts.

CSOs can also play an important role in supporting the participation of women and youth in political and social processes, advocating for policies that promote equal rights, and addressing issues such as gender-based violence. By prioritizing inclusivity and gender equality, CSOs will contribute to the creation of a more just and equitable society in Tigray.

- **Strengthening Internal Organizational Capacities**

To ensure CSOs are able to meet the challenges of humanitarian landscape, post-war recovery and contribute to governance and development processes, it is essential that the internal capacities of the CSOs strengthened. The researchers recommend that CSOs prioritize building organizational capacity across multiple dimensions, including organizational identity, managerial capacity, technical expertise, and financial sustainability. This should be done through a structured process that identifies specific capacity gaps and takes short-, medium-, and long-term actions to address them.

In the short and medium term, the focus should be on the most critical capacity areas where gaps are hindering the ability of CSOs to achieve their purposes. In the long term, CSOs should aim to build their overall institutional viability, ensuring that they are equipped to sustain their operations and adapt to evolving challenges in the region.

Generally, the researchers recommend a comprehensive, multi-dimensional approach to rebuilding and strengthening CSOs in Tigray. This approach should involve not only enhancing the capacity of the CSOs but also ensuring that the broader political, legal, and societal environment supports their work. By building a more enabling legal and institutional framework,

promoting principles of transparency and accountability, and focusing on internal capacity building, CSOs can be better positioned to contribute to the region's improved humanitarian situation, post-war recovery and long-term democratic development.

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