

# **Civil Society Organizations (CSOs) Rebuilding Road Map in Post Conflict Tigray**

**Alliance of Civil Society Organizations of Tigray (ACSOT)**

In partnership with

**National Endowment for Democracy (NED)**

**November 27, 2024**

**Mekelle, Ethiopia**

# **CSOs Rebuilding Road Map in Post Conflict Tigray**

**Alliance of Civil Society Organizations of Tigray (ACSOT)**

In partnership with

**National Endowment for Democracy (NED)**

## **Consultant Service Providers**

**Institution: PUM Consultancy Service on Social Science PLC**

### **Key Senior Research Team:**

1. Merhatbeb Teklemedhn Gebregiorgs, PhD, Associate Professor in Law and Sustainable Development, MU
2. Tsegazeab Kahsu Abay, MBA (Master of Business Administration) - Senior Lecturer in Management, MU
3. Tedros Abraham Leakemariam, MBA (Master of Business Administration) –Socio-Economic Development, Private Consultant
4. Mezgebo Gebregeorgis Gebretsadkan, Master of Science in Statistics, PhD Candidate MU

**November 27, 2024**

**Mekelle, Ethiopia**

<b>Contents</b>	<b>Page</b>
1. Introduction.....	4
1.1. Objectives of the Roadmap .....	5
1.1.1. General Objective .....	5
1.1.2 Specific Objective .....	5
2. Summary of Environmental Analysis.....	6
2.1. External Environmental Landscapes of CSOs .....	6
2.2. Internal Environmental Analysis.....	7
2.2.1. Organizational Capacity Analysis.....	7
3. Strategic Themes .....	11
4. Strategic Objectives .....	15
5. Monitoring and Evaluation.....	25

## **1. Introduction**

The complex interplay between conflict and climate-related issues has posed significant challenges in Tigray. Vulnerable populations—especially women, children, the elderly, and individuals with disabilities—face severe impacts as they contend with the aftermath of war and environmental shocks.

While the Pretoria peace accord brought some hope, the region's transition to severe droughts and climate variability illustrates a troubling pattern where conflict and environmental factors intersect, leading to widespread suffering. In 2023, with 20 million people in need of assistance in Ethiopia, Tigray is disproportionately affected. This underscores the urgent need to address both immediate humanitarian needs and the structural issues contributing to these crises. Sustainable solutions require a multi-faceted approach, including humanitarian aid, infrastructure rebuilding, livelihood support, and climate resilience strategies to help communities adapt to ongoing challenges.

Continued advocacy and support for vulnerable populations in Tigray are crucial for mitigating the impacts of conflict and climate change, ensuring that humanitarian assistance reaches those most in need and fostering long-term recovery and resilience.

The scale of humanitarian and development needs in Tigray requires the participation and contributions of global, national, and local actors. Accordingly, Civil Society Organizations (CSOs) have successful records of accomplishment in responding to humanitarian situations, development processes, and sustainable peace-building efforts. The number of CSOs in Tigray has increased since the outbreak of conflict, and they are expected to play a central role in the post-war rehabilitation and reconstruction of the region. However, CSOs can only make meaningful contributions in an enabling operating environment, which should complement with viable internal organizational capacities of the CSOs. Consequently, ACSOT hired PUM Consultancy to conduct research aimed at defining the existing landscape of CSOs and using the findings to develop a roadmap for CSOs in the post-war reconstruction context of Tigray.

The CSOs landscape refers to the external operating environment presenting opportunities and/or challenges to the effective 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.

To this end, the consulting firm developed a comprehensive methodology and tool which serves as blue print for undertaking structured assessment by outlining the frameworks, processes and procedures including methodologies and methods of data collection procedures, instruments of data collection, determining sample size and sampling techniques; and Data analysis, presentation and report generation. The external operating environment of the CSOs has been assessed through key informant interviews and focused grouped discussions particularly focusing on the opportunities and challenges of Tigray CSOs. The internal environment of the CSOs was assessed through survey method, specifically focusing on the current organizational capacities of the organizations by breaking down capacity into major, thematic and corresponding dimensions of capacity.

Consequently, 15 KII sessions and 1 FGD were held to assess the external operating environments of the CSOs. The qualitative data were analyzed to help identify opportunities and challenges in the Tigray CSOs landscape. The survey collected quantitative data concerning the various aspects of capacity of the CSOs and are used to identify areas of strengths and weaknesses of the Tigray CSOs. The findings of the assessment are used to develop the Tigray CSOs Rebuilding Roadmap.

## **1.1. Objectives of the Roadmap**

### **1.1.1. General Objective**

The primary objective of this roadmap is to outline strategic directions for civil society organizations (CSOs) in Tigray, enabling them to play a pivotal role in accelerating and integrating overall sustainable development in the post-war context.

### **1.1.2 Specific Objective**

Specifically, this roadmap aims to strengthen CSO capacities, enhance collaboration, and engage stakeholders effectively to support sustainable development and social cohesion in the region.

## **2. Summary of Environmental Analysis**

### **2.1. External Environmental Landscapes of CSOs**

The external operating landscape of Tigray CSOs is marked by significant challenges and opportunities as the region seeks to rebuild in the aftermath of conflict. Despite the vital role that CSOs can play in promoting good governance and democratization, they face a complex external operating environment characterized by political fragmentation, economic constraints and misunderstandings about their purpose.

To effectively navigate this landscape, CSOs must not only adapt to the current realities but also actively engage with government entities and local communities to redefine their roles. This requires a commitment to transparency, inclusivity, and accountability within their own governance structures, as well as efforts to raise public awareness about the importance of their work.

Furthermore, fostering effective partnerships and enhancing resource mobilization are critical for CSOs to amplify their impact. The post-war context presents a unique opportunity to leverage international support and collaboration, yet this must be balanced with the need for local empowerment and autonomy.

Ultimately, a comprehensive roadmap for rebuilding Tigray's CSOs must be developed, focusing on legal reforms, societal engagement, and internal alignment with democratic values. By doing so, CSOs can emerge as pivotal actors in the region's recovery, contributing to stability, social cohesion, and the promotion of human rights in Tigray. Through collective effort and commitment, Tigray's CSOs can help chart a path toward a more democratic and resilient future. The following table summarizes key opportunities and challenges of Tigray CSOs.

**Table 1:** Summary of Opportunities and Threats

Opportunities	Challenges
Influx of UN and International Organizations create improved access to resources	Fragmented political climate
	Instable and weak Tigray Interim Administration in the provision of basic public services
Improved peace climate following the Pretoria Peace Agreement	Trust Deficit in the full implementation of the Pretoria Peace Agreement
	Absence of dedicated government authority for CSOs registration, administration and support in Tigray
	Discouraging CSOs registration processes
Potential for avoiding duplication of efforts through CSOs mergers	Duplication of interventions among Tigray CSOs
	Poor grasp of and contextualization of Federal CSOs proclamation by Regional Bureaus
	Discouraging government and public perceptions hindering CSOs active participation in promoting good governance and democratization
	CSOs' Public Trust Deficient
	Limited Local Resources Mobilization
	Insubordination of CSOs interest to Donors interest
	Ongoing mismatch between demand for humanitarian and development assistant and available resources
	Severe resource constraints, and rising operational costs, particularly in rural areas due to inflation
	Inapplicability of localization principle complicates funding and resource mobilization efforts.
	High inflationary pressure and overall macroeconomic stability
	Lack of regional government incentives for CSOs engagement on Income generating activities
	Government discouraging national and international partnership and Networking platforms
Scope for Collaboration with international organizations	Misunderstanding of CSOs' roles
Legal framework improvements (e.g., Proclamation 1113)	Governance and regulatory confusion

## 2.2. Internal Environmental Analysis

### 2.2.1. Organizational Capacity Analysis

The assessment of Tigray's Civil Society Organizations (CSOs) highlights both strengths and critical areas for improvement. While these organizations demonstrate strong commitment to gender sensitivity and rights-based programming, they face challenges in financial sustainability, human resources, and technical capacities.

To enhance their effectiveness in post-war reconstruction, CSOs should focus on diversifying funding sources, improving logistics and human resource management, and investing in staff training. Additionally, fostering collaboration and strategic partnerships will amplify their impact. By addressing these gaps, Tigray's CSOs can better serve their communities and contribute to sustainable development in the region. The following table summarizes the areas of strength and weaknesses of Tigray CSOs.



**Table 2:** Summary of Strength and Weaknesses

Category	Strength	Weakness
Financial Systems Capacity	Moderate overall Financial System Capacity	Critical gaps in fundraising and diversifying funding sources
	Moderately developed administrative cost management policies	
	Moderately available financial manuals, internal and external audit procedures	
	Reasonable use of budgets and financial management tools	
	Moderately organized financial filing systems	
Human Resources Capacity	Moderate growth in human resources and empowerment strategies	Insufficient investment in staff training and development
	Moderate Human Resource Information System Capacity	Inadequate financial and non-financial compensation for recruiting and retaining staff
	Moderately effective policies and processes, organizational roles and resources for managing human resources diversity	Weak policies and processes, lack of defined organizational roles, and poor resource allocation for effective performance evaluation and staff rewards
	Moderately effective policies and processes, organizational roles and resources for HR Forecasting & planning	Weak linkage of performance evaluation and rewards to strategies
	Moderate capacity in aligning HR plans with Strategic and Functional Plans	Weak policies and processes, lack of defined organizational roles, and poor resource allocation for Training staff
		Weakness in involving none-managerial staff in employee selection
Logistics Capacity	Moderately effective procurement systems	Significant gaps in transportation and storage capacities
Strategic planning & Control Capacity	Relatively high effectiveness in the integration of ethical policies into the strategic planning framework	Weaknesses in establishing budgets and financial planning in alignment to Strategic planning
	Moderately effective in developing actionable and realistic medium to long-term strategic plan	Poor capacity to do regular strategic planning
	Moderate Involvement of Non-managerial staff in strategic planning	Weaknesses in translating high level budgets into departmental and the operational activities
	Moderate capacity in establishing Performance Targets , and Realization of Performance Targets	Critical capacity gap in assigning separate monitoring and evaluation unit to each project
Project & Program Management Capacity	Moderate overall project and program management capacity	Undependable capacity to develop, elaborate and present projects in relatively short time
	Moderately coherent and comprehensive methodology for integrating crosscutting issues in all programs	Undependable knowledge and skills on project management tools and cycles
	Moderate capacity of undertaking NAP Assessment	
	Moderate capacity in program approval timeliness	
Knowledge Management Capacity	Moderate Knowledge management capacity	Critical capacity gap in knowledge-sharing platforms

Governance & Structure	Moderately defined roles, responsibilities, and authorities within governance structures	Need for improved decision-making processes and transparency.
	Moderately effective vertical and horizontal coordination mechanisms	
	Moderately aligned Organizational Design with Strategic Planning	
	Job design moderately reflecting professional characteristics and balancing professional autonomy with organizational bureaucracy	
Operational Processes	Moderately efficient operational processes	High variability among CSOs
Infrastructures	Existing physical infrastructure supports basic operations	Critical deficiencies in ICT infrastructure and office equipment
Communication Capacity	Moderately high leadership involvement in communication efforts	Underdeveloped communication strategies and staffing issues
		Critical Weakness in the availability of dedicated communication unit
Networking and Advocacy	Moderate community visibility and engagement	Limited participation in coordination forums and alliances
		Undependable formally written advocacy policy
		Weakness in undertaking systematic risk assessment for advocacy initiatives
Risk Management	Basic assessment of beneficiary and human resources risks	Inadequate tools and processes for systematic risk assessment
		Weak capacity in undertaking Management, Governance, and Programming Risk Assessments
Gender Approach/Commitment	Relatively high capacity in integrating gender issues in internal structures and programming	
Conflict Sensitivity	Moderate capacity in diagnosing potential conflicts at programming and contextual level	
	Moderate capacity in applying mechanisms to mitigate/reduce impacts of conflicts	
Rights-Based Approach	Relatively high commitment to uphold, protect and integrate rights of beneficiaries in programming and organizational initiatives	
Connectedness, Resilience and DRR Approach	Moderately effective availability of Resilience Policy	Low applicability of disaster prevention and response procedures and systems
		Lack of budgets for integrating Resilience & DRR approaches in programming
Highly Vulnerable Individuals	Relatively effective policies for integrating HVIs in programming	
Cluster Competence	Moderate cluster competence and experience	Relatively weakness in Sphere standards update
Competence Profiling		Critical weakness in the maintenance of competence profiles and competency gap assessment
		Critically inadequate clusters specialized staff
		Critical capacity gap in implementing core technical staff development program

### 3. Strategic Themes

The war on Tigray that broke out on November 2020 inflicted catastrophic humanitarian crisis in Tigray. International organizations and the UN documented indescribable humanitarian violations and crisis including human, material and psychological destructions. The resultant exodus of internally displaced people, acute shortage of basic amenities; and the destruction of basic socio-economic infrastructure continue to aggravate humanitarian crisis in the regional state of Tigray.

The overall humanitarian situation of the region began to show improvements with the signing of the Pretoria peace accord. However, the improvement in humanitarian situation in the region failed to last long with the region transforming from conflict to climate shocks, and climate related hazards including drought and floods. Political instability and ineffective interim government make it difficult to provide basic public services and restore peace and stability as well as to return IDPs, particularly to Western and Northeastern Tigray. Consequently, the humanitarian, development and peace building needs in Tigray is still on the raise, affecting the safety and wellbeing of millions of innocent civilian. Hence, it is humanitarian imperative for all governments, UN, international, national and local organizations and the business community to come together in providing strategic, comprehensive, integrated, all-inclusive and participatory packages of interventions to meet humanitarian and development, good governance and democratization needs of war and drought affected people of the region.

To be sure, Tigray Civil Society Organizations are expected to play significant role in the postwar rehabilitation and reconstruction of Tigray. To this end, the consultant identified three strategic themes for Tigray Civil Society Organizations engagements.

- **Strategic Theme 1:** Effective, Ethical, Quality Humanitarian Response

Description of Strategic Theme
Tigray Civil Society Organizations should step in a context where state mechanisms of Tigray are weakened and ineffective. Hence, effective and Responsive Humanitarian Action means that Tigray CSOs should play several roles including provision of:

- **Emergency Relief:** the CSOs should play catalyst role in coordinating emergency response efforts, providing food aid, medical care, shelter, and other emergency services to displaced populations. Local CSOs should play a pivotal role in mitigating the immediate suffering caused by the conflict, and ensure that aid reaches marginalized communities.
- **Healthcare Support:** In a postwar context, the healthcare system of Tigray is in ruins, with hospitals destroyed and medical personnel either killed or displaced. CSOs can mobilize resources for mobile clinics, medical supplies, and mental health services. They can also offer psychosocial support to help survivors cope with trauma, particularly women, children, and vulnerable populations.
- **Rebuilding Local Infrastructure:** In addition to food and medical assistance, Tigray CSOs should play critical role in rebuilding essential infrastructure, such as water systems, sanitation facilities, and education services. These organizations, working with international donors, can provide logistical expertise and manpower to rebuild communities.
- **Protection of Vulnerable Groups:** Tigray Civil society organizations should also advocate for the protection of displaced persons, survivors of violence, and other vulnerable groups, ensuring their rights are upheld and addressing specific needs related to gender-based violence (GBV) and child protection.

- **Strategic Theme 2:** Inclusive, Transparent and Participatory Recovery, Reconstruction and Development Services

#### **Description of Strategic Theme**

Rebuilding Tigray after the war requires addressing long-term development goals. Hence, Tigray CSOs should play an important role in ensuring sustainable development, which addresses both the immediate needs of the population and the structural issues that contributed to the conflict.

- **Economic Recovery and Livelihoods:** Rebuilding the economy requires creating jobs and supporting local businesses. CSOs should help by providing vocational training programs, supporting small and medium-sized enterprises (SMEs), and encouraging local entrepreneurship. They should also play a role in supporting agricultural recovery, given that Tigray's economy relies heavily on agriculture. This could involve providing seeds, tools, and technical training to farmers, as well as working on environmental rehabilitation programs.
- **Education and Skills Development:** The destruction of schools and colleges, and their occupation by IDPs has had a major impact on the education sector. Thus, Tigray CSOs play a formidable role in the rehabilitation of schools, providing educational materials, scholarships, and bridging programs to ensure that children and adults can continue their education. They should also focus on rebuilding technical and vocational education and training (TVET) programs to help create a skilled workforce for the region's reconstruction.
- **Infrastructure and Housing:** Long-term development also involves rebuilding critical infrastructure such as roads, and housing. To this end, the CSOs should assist in these areas by mobilizing resources and facilitating community-based approaches to rebuilding efforts. These organizations may also advocate for policies that promote sustainable, equitable urban and rural development.
- **Environmental Sustainability and Climate Resilience:** Given that Tigray has faced environmental degradation and climate shocks even before the conflict, the CSOs should be able to play a role in promoting environmental rehabilitation. This includes reforestation projects, sustainable agriculture practices, and advocating for climate-resilient policies that address the impacts of climate change and reduce the vulnerability of local communities.

- **Strategic Theme 3:** Good Governance and Democratization

#### **Description of Strategic Theme**

Effective governance is essential for rebuilding trust between the state and its citizens, and CSOs play a crucial role in promoting inclusive governance and holding the state accountable. In the case of Tigray, where there is a history of political disenfranchisement, Tigray CSOs can play important role in:

- **Advocacy for Justice and Accountability:** One of the most important roles that Tigray CSOs can play is advocating for transitional justice. This includes reporting systematically documented human rights abuses, advocating for accountability for war crimes, and ensuring that there is a legal and moral reckoning for atrocities committed during the conflict. The local civil society organizations need to work to provide legal aid to victims, and lobby for a robust transitional justice process that includes truth commissions, reparations, and trials.
- **Promoting Political Dialogue and Reconciliation:** CSOs can facilitate peace-building efforts by promoting dialogue among different ethnic and political groups. In post-conflict settings, where divisions run deep, civil society organizations are much expected to play a role in fostering reconciliation by organizing peace dialogues, facilitating the establishment and supporting local peace committees, and working with community leaders to address grievances. The goal is to help build social cohesion and reduce the risk of future conflict.
- **Support for Democratic Governance and Political Reforms:** Postwar rebuilding requires significant political reform to ensure that the government is inclusive, transparent, and accountable. Thus, Tigray CSOs should be able to support this process by advocating for democratic principles, human rights, and good governance. They should also work on capacity-building programs for local authorities and civil servants to strengthen institutions and promote the rule of law.
- **Electoral Oversight:** Civil society organizations of Tigray should also play an active role in monitoring and ensuring the integrity of upcoming elections. By promoting voter

education and election observation, Tigray CSOs can contribute to building a more democratic political environment in Tigray.

#### 4. Strategic Objectives

The consultant proposes the following sets of interrelated strategic objectives for Tigray CSOs to help them accomplish the three strategic themes and thereby play significant role in the postwar reconstruction of Tigray. The strategic objectives are selected in a manner that balances the needs and interests of different stakeholders. In other words, in a postwar environment, achieving these objectives will require a collaborative effort from local communities, CSOs, international donors, and governments. Realizing these objectives will enable CSOs to navigate the complexities of postwar recovery and contribute to long-term peace and stability. The following table provides summary of the Strategic Objectives, Objective Commentaries and Resources needed.

Table 3: Summary of Strategic Objectives

Priority Level	Objective	Objective Commentaries	Resources Needed
High	Enhance outreach to inclusive and effective humanitarian response	<p>Inclusive and effective humanitarian response refers to delivering aid and services in a way that addresses the needs of all affected individuals, particularly marginalized and vulnerable groups, ensuring that no one is left behind. This objective seeks to ensure that aid reaches all affected populations, especially the most vulnerable, in a timely, equitable, and culturally appropriate manner. The aim is to improve the overall effectiveness of humanitarian efforts by promoting inclusivity, addressing diverse needs, and laying the foundation for long-term resilience within communities. This involves creating a responsive, participatory, and accountable humanitarian framework that ensures no one is left behind during crises. CSOs can achieve this objective through:</p> <p><b>Community Engagement</b></p> <ul style="list-style-type: none"> <li>○ <b>Participatory Needs Assessments:</b> Involve affected communities in identifying their needs and priorities through surveys and focus groups.</li> <li>○ <b>Local Leadership Involvement:</b> Engage local leaders and grassroots organizations to</li> </ul>	Finance, Capacity Building Training

		<p>ensure aid aligns with community-specific needs and cultural contexts.</p> <p><b>Targeting Vulnerable Groups</b></p> <ul style="list-style-type: none"> <li>○ <b>Gender and Disability-Inclusive Programs:</b> Provide specialized assistance for women, children, elderly persons, and individuals with disabilities, ensuring their specific needs are met.</li> <li>○ <b>Child and Family Support Services:</b> Establish child-friendly spaces and family support systems to ensure the well-being of minors during emergencies.</li> </ul> <p><b>Cultural Sensitivity and Localization</b></p> <ul style="list-style-type: none"> <li>○ <b>Culturally Appropriate Aid:</b> Tailor interventions to fit local customs, beliefs, and languages, ensuring accessibility and respect for cultural norms.</li> <li>○ <b>Partnerships with Local Organizations:</b> Collaborate with local NGOs and community groups for context-specific solutions and more effective outreach.</li> </ul> <p><b>Accountability and Transparency</b></p> <ul style="list-style-type: none"> <li>○ <b>Feedback Mechanisms:</b> Establish channels for beneficiaries to voice concerns, report issues, and provide feedback on aid quality.</li> <li>○ <b>Public Reporting:</b> Regularly update communities and donors on the distribution of resources, ensuring transparency and accountability.</li> </ul>	
<b>High</b>	Enhance Effectiveness of an Inclusive, Transparent and Participatory Recovery and Development Services	<p>Enhancing the effectiveness of inclusive, transparent, and participatory recovery and development services requires a commitment to ensuring that all community members, especially vulnerable and marginalized groups, are actively involved in the design, implementation, and monitoring of recovery efforts. The key to success lies in fostering local ownership, ensuring transparency, building accountability mechanisms, and ensuring that all voices are heard in decision-making. By adopting these initiatives, recovery and development programs can become more responsive, sustainable, and equitable, ultimately contributing to stronger, more resilient communities. This objective seeks to maximize the impact of recovery and development programs by promoting long-term resilience, fostering social cohesion, and reducing inequalities. CSOs can achieve this objective by implementing:</p>	Finance, Capacity Building Training



		<p><b>Inclusive Needs Assessment and Planning</b></p> <ul style="list-style-type: none"> <li>• <b>Community-Based Participatory Assessment:</b> Conduct community-driven assessments using focus groups, household surveys, and community meetings to ensure that the perspectives of marginalized groups are included.</li> <li>• <b>Disaggregation of Data:</b> Collect data that is disaggregated by gender, age, disability, and other relevant factors to identify specific vulnerabilities and needs. This helps to design interventions that are more targeted and inclusive.</li> <li>• <b>Inclusive Planning Workshops:</b> Hold workshops and consultations that involve a wide range of stakeholders—local communities, local governments, NGOs, and development partners—in co-designing recovery strategies.</li> </ul> <p><b>Strengthening Local Ownership and Leadership</b></p> <ul style="list-style-type: none"> <li>• <b>Capacity Building for Local Actors:</b> Provide training and resources to local governments, NGOs, and community organizations to strengthen their ability to manage and lead recovery efforts.</li> <li>• <b>Decentralized Decision-Making:</b> Transfer decision-making authority to local entities, allowing them to allocate resources, plan, and implement programs in alignment with community priorities.</li> <li>• <b>Community Recovery Committees:</b> Establish recovery committees composed of community members, including women, youth, and other marginalized groups, to guide the recovery process and ensure it is responsive to local needs.</li> </ul> <p><b>Gender and Social Inclusion Focus</b></p> <ul style="list-style-type: none"> <li>• <b>Gender-Responsive Programs:</b> Design programs that explicitly address the unique needs of women and men, such as promoting women’s participation in the workforce, supporting female entrepreneurs, and addressing gender-based violence (GBV).</li> <li>• <b>Disability-Inclusive Services:</b> Ensure that recovery services are accessible to persons with disabilities by making infrastructure, education, and healthcare services more inclusive.</li> </ul>	
--	--	---	--

		<ul style="list-style-type: none"> <li>• <b>Youth Empowerment:</b> Create youth-led recovery initiatives that involve young people in decision-making and leadership roles, helping to reduce youth unemployment and support long-term community development.</li> </ul> <p><b>Sustainable Recovery and Development Planning</b></p> <ul style="list-style-type: none"> <li>• <b>Climate-Resilient Infrastructure:</b> Prioritize the construction of infrastructure that is sustainable, climate-resilient, and adaptable to future risks (e.g., flood-resistant buildings, renewable energy solutions).</li> <li>• <b>Livelihood Diversification:</b> Support programs that enable individuals and communities to diversify their livelihoods, reducing dependence on single industries or sectors, and improving economic resilience.</li> <li>• <b>Social Safety Nets:</b> Strengthen social protection systems, such as cash transfer programs, food assistance, and health services, to provide ongoing support for vulnerable groups in the recovery phase.</li> </ul>	
<b>High</b>	Improve Financial Viability	<p>Financial viability ensures that the CSOs can consistently meet their financial needs while sustaining their programs and operations. This objective focuses on increasing funding streams, securing diverse funding sources, and effectively managing financial resources to maintain long-term sustainability. To improve financial viability, Tigray CSOs need to:</p> <p><b>Diversify Funding Sources</b> CSOs should reduce dependence on a single source of funding (e.g., donors) by exploring alternative funding models such as membership fees, income-generating activities (e.g., selling services/products), social enterprise initiatives, and partnerships with the private sector.</p> <p><b>Build Strong Fundraising Capacity</b> Develop a fundraising strategy that includes cultivating relationships with both local and international donors, applying for government grants, organizing events, and leveraging digital platforms for fundraising.</p> <p><b>Focus on Donor and Partners Relationship</b> Strengthen relationships with international donors, multilateral organizations, and regional institutions that focus on post-conflict recovery.</p> <p><b>Effective Budgeting and Financial Planning</b> CSOs need to develop strong financial plans, including clear budgeting processes and regular financial reviews,</p>	Networking events, Seed Capital

		<p>to track spending and adjust based on income fluctuations.</p> <p><b>Engage in Financial Transparency</b> Establish clear financial reporting mechanisms to increase trust with donors, stakeholders, and the community.</p>	
<b>High</b>	Strengthen Networking and Advocacy	<p>Networking and advocacy efforts are crucial for expanding the CSOs' influence and reach. This objective seeks to improve relationships with stakeholders, including other organizations, policymakers, and the public, while also strengthening the CSOs' ability to advocate for its cause and influence public policy. To realize this objective, the CSOs should:</p> <p><b>Create Strategic Alliances and Partnerships</b> CSOs should build relationships with other civil society groups, grassroots organizations, academic institutions, government bodies, and private sector partners to foster collaboration and collective action.</p> <p><b>Engage in Lobbying and Advocacy Campaigns</b> Develop advocacy campaigns targeting key issues that resonate with the public or policymakers. Engage stakeholders through various channels, including social media, public speeches, lobbying, and press releases. Utilize data, case studies, and testimonials to support advocacy efforts.</p> <p><b>Build Relationships with Policymakers</b> Establish channels for ongoing communication with local and national policymakers to advocate for policy changes that support the organization's mission.</p> <p><b>Leverage Media and Public Relations</b> Engage with media to raise awareness, highlight key issues, and mobilize the community for action.</p> <p><b>Participate in Regional and International Networks</b> Join regional and global platforms to amplify the CSOs' voice, share best practices, and influence global discourse.</p> <p><b>Build Coalitions for Peace and Reconciliation</b> CSOs should form networks to advocate for postwar policies focused on peace building, justice for victims, and reintegration of displaced populations.</p> <p><b>Advocacy for Transitional Justice</b> Work on pushing for the implementation of transitional justice mechanisms to hold perpetrators accountable, while promoting national reconciliation and healing.</p> <p><b>Engage in International Advocacy</b> CSOs can join global networks that push for policy changes, human rights protection, and postwar aid,</p>	Event budgets, Advocacy toolkits, advocacy workshops

		<p>leveraging international pressure for regional/national reforms.</p> <p><b>Promote Good Governance and Rule of Law</b> Advocate for the strengthening of governance structures and rule of law, which are often weakened in post-conflict/war societies.</p>	
<b>Medium</b>	Increase Community Engagement	<p>Engaging the community is crucial for ensuring that the CSO's work is relevant, inclusive, and responsive to the needs of those they serves. Strong community engagement ensures that programs are based on local priorities and have local buy-in. This objective seeks to build stronger relationships with the community, encourage participation in programs, and ensure that the CSOs' services are impactful and relevant.</p> <p><b>Community Consultations and Need Assessments</b> Regularly consult with community members to understand their needs, priorities, and concerns. This could involve surveys, focus groups, and community meetings.</p> <p><b>Facilitate Participatory Processes</b> Ensure that community members are actively involved in the design, implementation, and evaluation of programs.</p> <p><b>Volunteer Programs</b> Engage community members through volunteer opportunities, empowering them to take an active role in the organization's work. This could include creating opportunities for community members to become involved in the CSO's activities as volunteers, which fosters ownership and a sense of responsibility for the programs.</p> <p><b>Implement Community Sensitization and Education</b></p> <ul style="list-style-type: none"> <li>Implement community sensitization and education programs</li> </ul>	Outreach materials, Budgets
<b>High</b>	Strengthen Human Resource Capacity	<p>Human resource capacity is essential for the efficient and effective operation of an organization. This objective aims to ensure that staff are well-equipped, trained, and supported to carry out their roles and responsibilities with competence and dedication. To achieve this objective, the CSOs should consider:</p> <p><b>Staff Development</b> Offer continuous professional development opportunities, such as training, certifications, and</p>	Training resources, Budget for Training and Development

		<p>workshops, to keep staff updated on industry best practices and new developments.</p> <p><b>Attracting Skilled Personnel</b> Develop recruitment strategies to attract qualified professionals, using competitive compensation packages and career development opportunities as key selling points.</p> <p><b>Retention Strategies</b> Implement programs that foster a positive work environment, such as recognition programs, staff well-being initiatives, and opportunities for career advancement.</p> <p><b>Leadership Development</b> Invest in leadership development programs to cultivate internal talent and ensure effective succession planning</p> <ul style="list-style-type: none"> <li>• Implement staff training and development programs</li> <li>• Strengthening HR systems</li> </ul>	
<b>Medium</b>	Improve Project and Program Management Capacity	<p>Effective project and program management ensures that CSOs' initiatives are completed on time, within budget, and meet their objectives. This objective seeks to enhance the ability of the CSOs to plan, implement, monitor, and evaluate programs and projects efficiently.</p> <p><b>Standardize Processes</b> Develop and implement standardized project management processes, including project initiation, planning, execution, monitoring, and evaluation.</p> <p><b>Project Management Training</b> Provide training for staff on project management tools, methodologies, and techniques.</p> <p><b>Use of Technology</b> Leverage project management software to track timelines, resources, and budgets, ensuring better coordination and visibility across projects.</p> <p><b>Regular Monitoring and Evaluation</b> Establish clear KPIs (Key Performance Indicators) and ensure regular project reviews to assess progress and outcomes.</p>	Training resources, Budget for Training and development
<b>Medium</b>	Enhance Knowledge Management	<p>Knowledge management involves capturing, storing, sharing, and utilizing an organization's knowledge base to improve its decision-making, operations, and learning. This objective aims to enhance the CSOs' ability to leverage experiences and knowledge for continuous improvement. This can be achieved by implementing the following initiatives:</p> <p><b>Knowledge Sharing Platforms</b></p>	Digital tools, Training resources

		<p>Implement digital platforms (e.g., intranet, databases) where staff can store and share documents, reports, and lessons learned.</p> <p><b>Documentation and Reflection</b> Encourage staff to document key learning, processes, and case studies. Conduct regular "lessons learned" sessions after each project.</p> <p><b>Create a Culture of Learning</b> Foster an environment that values knowledge sharing by promoting collaboration and cross-departmental communication.</p> <p><b>Regular Reviews</b> Conduct periodic reviews of existing knowledge management practices to ensure they remain relevant and effective.</p>	
<b>High</b>	Improve Technical Capacity	<p>Technical capacity refers to the specific skills and knowledge required to carry out the CSOs' work. This objective seeks to improve the technical competencies of staff and enhance the CSOs' ability to deliver high-quality services. This objective can be realized by implementing the following initiatives.</p> <p><b>Technical Training</b> Offer training and certifications in areas relevant to the CSOs' core activities (e.g., humanitarian courses, healthcare, education, environmental management) by maintaining competency profiles and assessing competency gaps.</p> <p><b>Access to Expertise</b> Collaborate with experts in relevant fields to provide mentorship or advisory services to staff.</p> <p><b>Stay Updated with Standards and Trends</b> Encourage continuous learning about emerging technologies, methodologies, Sphere Standards and best practices in the sector.</p> <p><b>Partnership with Experts</b> Build partnerships with universities, research institutions, or specialized service providers who can provide technical guidance.</p>	Competency frameworks, Training budgets
<b>Low</b>	Strengthen Risk Management	<p>Postwar environments are fraught with uncertainties, including the risk of renewed conflict, political instability, and economic challenges. Strengthening risk management helps CSOs protect themselves, their beneficiaries, and their work from unexpected disruptions. Risk management ensures that potential threats and challenges are identified, assessed, and mitigated proactively. This objective aims to develop comprehensive strategies and frameworks to manage organizational risks and crises effectively. This</p>	Risk assessment tools, Training resources

		<p>objective can be achieved by implementing one or more of the following initiatives.</p> <p><b>Risk Assessment</b></p> <p>Conduct regular risk assessments to identify internal and external risks that could impact the organization.</p> <p><b>Mitigation Plan</b></p> <p>Develop risk mitigation plans for each identified risk. Ensure these plans are detailed and cover financial, human resources, management, governance, programming, operational, reputational, and regulatory risks.</p> <p><b>Crisis Management Training</b></p> <p>Train staff in crisis management and response protocols to ensure quick, effective action when risks materialize.</p> <p><b>Regular Monitoring</b></p> <p>Continuously monitor risks, adjusting mitigation plans as necessary.</p> <p><b>Develop Contingency Plans</b></p> <p>Have emergency response and contingency plans in place to address crises, such as a sudden escalation of conflict or a natural disaster.</p> <p><b>Ensure Conflict Sensitivity</b></p> <p>Adopt conflict-sensitive programming approaches to minimize the risk of exacerbating tensions or creating new conflicts.</p>	
<b>Medium</b>	Enhance Infrastructural Capacity	<p>Infrastructural capacity refers to the physical and technological resources required for effective program delivery. This includes office space, technology, transportation, and equipment. Infrastructure, including office facilities, technology, and physical assets, plays a vital role in supporting organizational operations. This objective aims to ensure that the CSOs have the physical and technological infrastructure needed to function efficiently and deliver quality services. Some of the</p>	Budget for Infrastructure Development

		<p>initiatives to be implemented to achieve this objective include:</p> <p><b>Build Physical Infrastructure</b></p> <p>Allocate resources for critical infrastructure needs such as office facilities for staff and storage facilities</p> <p><b>Technology Integration</b></p> <p>CSOs should work with national and international partners and donors to integrate modern technology into the CSOs' operations to improve efficiency, communication, and service delivery. This includes investment in ICT infrastructure and Information Systems (e.g., computers, internet infrastructure, communication tools).</p> <p><b>Ensure Access to Basic Resources</b></p> <p>Provide staff with the necessary tools, such as computers and software, to ensure smooth functioning.</p> <p><b>Build Logistics and Transportation Capacity</b></p> <p>CSOs should work with partners and stakeholders to upgrade the transportation and logistical capacities to ensure smooth and effective field operations.</p>	
<b>High</b>	Enhance Governance Structures	<p>Strong governance structures ensure transparency, accountability, and effective decision-making within an CSO, which is crucial for maintaining the trust of donors, staff, and the community. This objective seeks to strengthen the systems and processes that guide organizational leadership and oversight. The sets of initiatives that should be implemented to achieve this objective include:</p> <p><b>Strengthen Board Roles and Responsibilities</b></p> <p>Clarify the roles of the board members, ensuring they are active and engaged in providing strategic direction and oversight. This also includes provision of training to board members on effective governance.</p> <p><b>Ensure Transparency and Accountability</b></p> <p>Establish clear policies and procedures for decision-making, financial reporting, and conflict of interest management.</p> <p><b>Promote Inclusiveness in Governance</b></p>	<p>Governance and Leadership capacity building training materials</p> <p>Budget for training</p>



		<p>Ensure that governance structures reflect the diversity of the community and stakeholders the organization serves.</p> <p><b>Conduct Regular Governance Reviews</b></p> <p>Assess and improve governance structures periodically to ensure they remain effective and responsive.</p> <p>.</p>	
<b>Medium</b>	Improve Communication	<p>Effective communication is key to internal coordination and external engagement. This objective aims to streamline communication both within the organization and with external stakeholders to ensure timely, accurate, and transparent information sharing. To improve communication, CSOs should develop a comprehensive communication strategy, invest in communication tools, and train staff on best practices for both internal and external communication. Additionally, fostering an open communication culture within the organization will improve overall collaboration.</p> <ul style="list-style-type: none"> <li>Invest on Dedicate Communication Department</li> </ul>	Budgets, Training Materials
<b>Medium</b>	Foster Strategic Planning	<p>Strategic planning involves setting long-term goals, identifying priorities, and aligning resources to achieve those goals. This objective seeks to ensure that the organization has a clear vision and a structured plan for the future. To foster strategic planning, the organization should conduct regular strategic reviews, involve key stakeholders in the planning process, and set measurable objectives that align with the mission and vision. The plan should be dynamic, with periodic evaluations and adjustments as needed. This also includes provision of training on strategic management to CSOs top management and strategic planners and program heads.</p>	Budgets, Training materials

## 5. Monitoring and Evaluation

The consultant recommends the following action steps to guide the planning, execution, and assessment phases of the M&E process.

### 1. Planning Phase

#### Step 1: Finalize M&E Framework

- Action:** Define and confirm the M&E framework, including specific goals, objectives, and indicators that align with the CSOs Rebuilding Roadmap.

## **Step 2: Develop Data Collection Tools and Methods**

- **Action:** Design and prepare data collection tools, such as surveys, interview guides, focus group protocols, and monitoring dashboards.

## **Step 3: Identify Data Sources**

- **Action:** List primary and secondary data sources, including CSOs records, government data, stakeholder feedback, media, and social media metrics.

## **Step 4: Establish Baseline Data**

- **Action:** Collect baseline data to set benchmarks for progress tracking, especially for indicators like civic participation and transparency initiatives.

## **2. Implementation Phase**

## **Step 5: Develop Capacity Building Plan**

- **Action:** Plan and schedule capacity-building activities to strengthen the skills of CSOs staff and community members in data collection and analysis.

## **Step 6: Conduct Initial Training**

- **Action:** Deliver training to CSO staff, field monitors, and community leaders on M&E systems, data collection, reporting standards, and tools.

## **Step 7: Begin Data Collection and Monitoring**

- **Action:** Begin regular data collection according to the established tools and methods, including surveys, interviews, and focus groups.

## **Step 8: Implement Regular Monitoring**

- **Action:** Collect and monitor ongoing data on key performance indicators (KPIs) every month. Ensure consistent tracking of progress towards goals.

### **Step 9: Conduct Stakeholder Consultations**

- **Action:** Hold consultations with key stakeholders (government, CSOs, community members) to gather qualitative data and feedback on the effectiveness of CSOs-led initiatives.

### **3. Evaluation and Assessment Phase**

### **Step 10: Conduct Mid-Term Evaluation**

- **Action:** Perform a mid-term evaluation (around Month 12) to assess the progress and impact of CSOs.

### **Step 11: Analyze and Adjust**

- **Action:** Analyze evaluation findings and monitor any required changes. Adjust strategies, interventions, and priorities based on the feedback received from the mid-term evaluation.

### **Step 12: Continuous Data Collection and Reporting**

- **Action:** Maintain regular collection and analysis of data, ensuring that feedback is incorporated into program adjustments. Submit quarterly progress reports to stakeholders and donors.

### **4. Feedback and Learning Phase**

### **Step 13: Establish Feedback Mechanisms**

- **Action:** Set up channels for stakeholders to provide feedback on CSO initiatives, such as community forums, online surveys, or feedback boxes.

### **Step 14: Organize Learning Workshops**

- **Action:** Hold quarterly workshops where CSOs can share lessons learned, success stories, and challenges.

### **Step 15: Integrate Lessons Learned**

- **Action:** Use feedback and lessons learned to refine CSOs strategies and activities, ensuring continuous improvement and alignment with goals.

### **5. Final Evaluation and Reporting**

### **Step 16: Conduct End-of-Term Evaluation**

- **Action:** Conduct a final evaluation at the end of the 24-month period to assess the long-term impact and sustainability of the CSOs

### **Step 17: Report Findings**

- **Action:** Produce a comprehensive final report outlining the outcomes, successes, challenges, and recommendations

### **Step 18: Disseminate Results and Knowledge Sharing**

- **Action:** Share the final evaluation results with stakeholders, including donors, government, CSOs, and the general public. Organize a knowledge-sharing event to highlight lessons learned and best practices.

### **6. Sustainability and Follow-up**

### **Step 19: Plan for Sustainability**

- **Action:** Develop a plan for sustaining the positive outcomes achieved through the CSOs Rebuilding Roadmap

### **Step 20: Establish Ongoing Monitoring and Evaluation**

- **Action:** Create a system for ongoing M&E beyond the life of the project to continue tracking CSOs