

**Poverty Action Network Ethiopia
(PANE)**

**Regional Chapters Establishment
Guideline**

(Revised)

Nov, 2006

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1. General Background

Poverty Action Network Ethiopia (PANE) is a network of civil society organizations working to reduce poverty in Ethiopia. As of its establishment, PANE engaged in increasing public awareness on the country's Poverty Reduction Strategy Paper and the Millennium Development Goals (MDGs). The main focus is on popularizing the Ethiopian PRSP (PASDEP) through organizing forums of discussion among stakeholders and feed backing the overall PASDEP process so as to hasten the realization of poverty reduction in the country. Public awareness on the PASDEP will enable to develop sense of ownership in the community and ultimately ensures the sustainability of the program. This also creates an enabling environment for the community to be involved and monitor the implementation of poverty reduction programs and projects within their respective Kebeles/villages. As one of its strategic aim, PANE is committed to establish effective partnership and networking with partner organizations at all levels (community, regional, national and international levels).

2. Rationale for revising the guideline

In order to realize this strategic Aim, PANE has facilitated establishment of six Regional Chapters (in Dire-Dawa, SNNPR and Tigray, Amhara, Benshangul, Harari Regional States) with the possibility of establishing more chapters in the remaining regions. Since the establishment of regional chapters, quite large numbers of activities were performed and remarkable achievements have been recorded in the area of familiarizing PASDEP/MDG documents with the community at large and getting feed back from the community on pros and cons of particularly PASDEP document. PANE regional chapters have already engaged themselves in coordinating, monitoring and recording the implementation of PASDEP at grass root level. In the process of facilitating the preparation of poverty responsive Participatory District Development Plan (PDDP) with the aim of localizing the MDGs in the local context, regional chapters have already started playing key role in sensitizing the civil society, ensuring the participation of all stakeholders in the planning process and performing ground work for PDDP inception. In general the engagement of regional chapters as a regional civil society forum have massively expanded more or less in the direction envisaged. However, some of the earlier arrangements in management structure, responsibility and roles and its

implications in various aspects could not cope with the aggressively expanding activities of the regional chapters. It is, therefore, important to revise this establishment guideline so that it can accommodate positive changes that could be a great input for the success of regional chapters and PANE as well. This revised guideline will also help the regional chapters to coordinate and facilitate the development activities to be implemented in their respective regions in more efficient way.

3. Objective of the guideline

The main objective of this revised guideline is to facilitate role of RC in the regional development process in a more efficient and effective way. The specific objectives are:

- To fine tune roles and responsibilities of key actors involved in the regional development agenda (PANE, Regional chapters, PANE member organizations, Regional/District Governments and Local institutions)
- To establish a framework of communication, documenting, information sharing and reporting mechanism within and between the local institutions, the Regional chapters and PANE.
- To facilitate the smooth implementation of PANE development programs at regional, district and community levels.

4. Strategy/Methodology

The regional chapters will enhance the overall implementation of regional development programs in a more coordinated manner and all regional actors shall take a stake to its effect. PANE taking the facilitation role, the already established regional chapters will be strengthened through technical and material support and more regional chapters should be established through genuine participation of PANE member organizations (both at Head office and Regional coordinating offices), regional/local governments and local institutions (CBOs).

Therefore, the following sequences of activities need to be undertaken to realize technical and material support and also establishment of new effective Regional chapters:

- Awareness creation and sensitization of development actors at all levels on the importance of Regional chapters;
- Organizing regional forums to discuss establishment & implementation procedures, identifying the main actors and define roles and responsibilities;
- Signing Memorandum of Understanding (MoU) among partners on the establishment of the Regional chapters;
- Formation of new Regional chapters and signing Memorandum of Understanding (MoU) among partners as per agreed establishment guideline;
- Capacity building of Regional chapters in terms of human, financial and material resources that enable them to kick off.

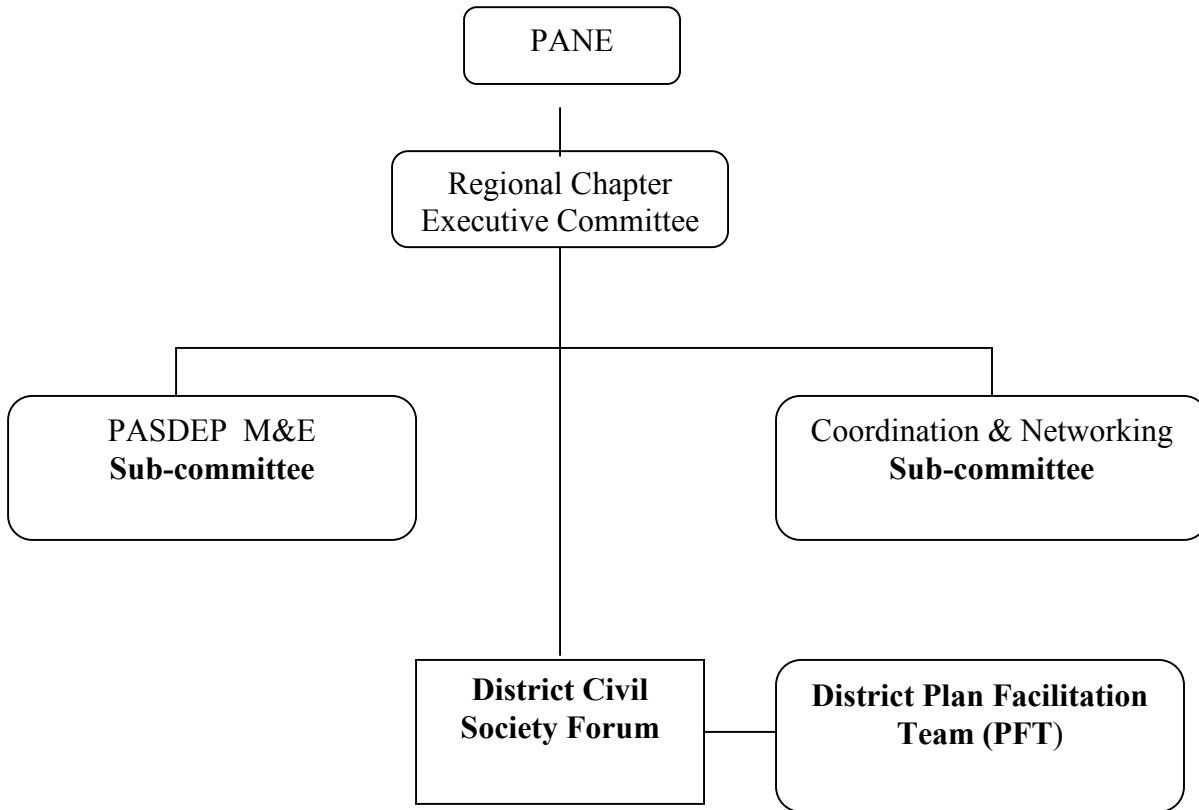
5. PANE Regional Chapters

Regional chapters are focal and liaison offices linking PANE with the community and local institutions. As PANE is a membership organization, the Regional chapters are representatives of member organizations at regional level with an Executive committee and sub-committee established depending on the peculiar nature of the region's development agenda.

5.1 Organizational structure

Within PANE's governance structure, regional chapters have their own organizational structure with clearly defined roles and responsibilities of the executive committee and its sub-committee. The regional chapters Executive committee shall have seven members including the chairperson, V/chairperson, secretary, team leaders of the three sub-committee and two members.

Organizational structure of PANE Regional Chapters



5.2 Role of regional chapter executive committee

By and large, the regional chapters are expected to evolve as a strong regional civil society network with their own legal identity and systematically functioning management structure, fund source, office, etc. To achieve this ultimate objective the executive committee has to start exercising a solidified leadership through synthesizing their own by law which will portray in detail the roles and responsibilities with reference to each regions context (Annex V). In current situation the regional chapter cannot possess its own full-fledged office because of limitations such as human resource, fund, facilities and required running costs. However, to keep the on going energetic efforts of the regional chapters moving through maintaining recording, documenting, communicating with all stakeholders and within the regional chapters, designating a focal office is indispensable. Thus, the institution where the executive committee secretary has been nominated will serve as an interim focal off the regional chapter with defined responsibilities.

5.3 Role of regional chapter secretary Office

The regional chapter secretary will be reporting to the chairperson of the regional chapter executive committee and shall perform the following tasks.

- Ω Serve as interim focal office of the regional chapter
- Ω Organize, facilitate and document executive committee meetings
- Ω Through the authorization of chair person exchange information to stakeholders and other pertinent institutions
- Ω Keep record of all issues related to regional chapter
- Ω Display regional chapter and member organizations image to visitors, guests, etc.
- Ω Shall provide a room to accommodate furniture and other do comments related to regional chapter

5.4 Regional chapters formal communication with stakeholders

Since the establishment of regional chapters, the official communication of some regional chapters has been made using headed letter and seal of either the secretary or the chairman of executive committee. This has marked some inconsistency and some times unnecessary confusions among partners. Thus, until regional chapters resume qualified operation:

- Ω With consensus of each regional executive committee headed letter representing each regional chapter shall be developed and be in use
- Ω The seal of the executive committee secretary office with the signature of the chairperson will be in use
- Ω If such arrangements trigger some inconveniences, the executive committee of the respective region will device an alternative solution.

5.5 Compositions of Regional chapters

As explained above, Regional chapters are composed of representatives of PANE member organization staff and other CSOs and CBOs operating at regional and district levels. The regional chapters shall have gender sensitive leadership representation and therefore each regional chapter can be represented from different PANE member organization staff and other CSOs and CBOs

depending on their competence and area of interest. The leadership positions shall be hold for a maximum of two years on rotation basis as elected by the regional partner organizations representatives.

The roles and responsibilities of Regional chapters sub-committees are detailed in the following section of the paper. Composition of the sub-committee shall be represented from different local institutions (Regional government staff, CBOs, and other grassroots partners), which are lead by the member of the Regional Chapters Executive committee.

6. Roles and Responsibilities of Regional Development Actors

6.1 PANE Regional chapters

The roles and responsibilities of the Regional chapters include among others:

- Conduct situation analysis of the regional development problems and existing potentials/endowments
- In collaboration with PANE, Regional chapters facilitate the preparation of poverty responsive Participatory District Development Plans (PDDP)
- Facilitate smooth implementation of development programs at grass root levels
- M&E of PASDEP implementation process at community level
- Mobilize and empower the poor to be key actor in the local development process
- Build the capacity of local government and CBOs based on a comprehensive capacity development needs assessment
- Develop and implement partnership initiatives with Local Governments, CBOs, and other partner institutions at local level
- Organize awareness-raising campaigns at community level through partnerships with media agencies, schools, religious organizations and PANE member organizations operating at community level.
- Organize Regional forums for dialogue and public debates on PASDEP and MDGs
- Ensure that marginalized and disadvantaged community groups are represented in the development agenda of the region, zone and woreda
- Enhance effective networking and information flows between PANE and the local level institutions

6.2 Regional PASDEP M&E sub-committee

The Regional PASDEP M&E *sub-committee* shall be comprised of the executive committee members, Bureau of Finance and Economic Development (BoFED) Regional planning officer, representatives of CBOs at regional level and other relevant development actors. The subcommittee will have the following specific roles and responsibilities:

- ◆ In collaboration with PANE, organize discussion forums for innovative research out puts conducted in the region
- ◆ Popularize PASDEP and MDGs on regional development & policy dialogue forums
- ◆ Conduct regional situation analysis and prepare regional development profiles
- ◆ Play active role in preparing the PASDEP report in line with the MDGs
- ◆ Choose a program/component from the PASDEP most relevant for the region and conduct M&E activities within PANE's PASDEP M&E framework
- ◆ In collaboration with the District Plan Facilitation Team (PFT), establish M&E committees at pilot communities/kebeles
- ◆ Capacity building of pilot kebele M&E committees (training, and logistic supports)
- ◆ Support the District PFT in preparing the participatory District Development Plan

6.3 Coordination and Networking Sub-committee

The coordination and networking sub-committee mainly focuses on communication and strengthening regional linkages for integrated regional development. The sub-committee would identify the possible linkages and communication media through which regional development could be reinforced. It also puts effort for establishing strong coordination among the regional development actors/institutions. The specific activities that could be undertaken by the sub-committee are:

- ◆ Map CBOs and CSOs functioning at regional and grass root level
- ◆ Facilitate formation of district level civil society forum

- ◆ Conduct assessment on regional linkages and identify weak linkages with possible recommendations for smooth regional development process
- ◆ Enhance effective communication and information flow with PANE Regional chapters and other development institutions
- ◆ Assess and initiate possible partnership initiatives with Local Governments, CBOs, and other partner institutions at local level
- ◆ Facilitate smooth coordination with Bureau of Information and regional Media Agencies for media coverage of RC development activities
- ◆ Updates the RC on local initiative progresses for advocacy and further strengthening networking activities

6.4 District Civil Society Forum (DSCF)

The district civil society forum composed of various non-government actors operating at Woreda/District level (such as; CSOs, CBOs, Associations, Cooperatives, Clubs, Unions, etc.) will be formed through the facilitation of regional chapter and direct involvement of coordination and networking subcommittee. The specific activities that will be undertaken by DCSF include:

- Ω Coordination of civil society endeavor in the district
- Ω Ensuring civil society representation in the overall district development agenda
- Ω Ensuring participation of key development partners in PDDA preparation
- Ω Playing key role in preparation and implementation of PDDP
- Ω Ensuring that MAGs/PASDEP implementation modalities are in line with the district context
- Ω Participate in M&E of PASDEP/MDGs
- Ω Assess the situation of marginalized, disadvantaged, disabled and the poor segments of the community and create a form to voice their need, challenges and constraints
- Ω Assess the status of women, youth etc and challenges faced by these community members
- Ω Gauge that policies, strategies and interventions at district level are pro-poor, pro-marginalized, and disadvantaged groups in the district at large and forward policy issues for research or dialogue and advocacy.
- Ω Assess challenges to good governance, accountability and transparency bring to open discussion in civil society form

7. MDGs localization in pilot woredas

In collaboration with UNDP, SNV, other prominent development partners and the regional chapters, PANE has designed a comprehensive Participatory District Development Plan (PDDP), which will virtually exemplify localization of MDGs in pilot woredas. Consequently PDDP will have special management arrangement, which will consist of administrative and technical aspect of the planning in three pilot woredas, Yem in SNNPRS, Tehuledere in Amhara and Mile in Afar region.

The institutional arrangement may comprise three components

- Ω Woreda Plan Steering Committee (WPSC), the supreme body to coordinate the planning,
- Ω Participatory District Development Plan Facilitation Team (PFT), which will be responsible for the technical aspect of planning and
- Ω Stakeholders Forum which include Woreda Civil Society Forum (WCSF) will act as a watch dog for civil society participation and disadvantaged groups representation.

8. The role of PANE

PANE as a network of civil society organization enhances the participation of member organizations in the PASDEP implementation process. This could be achieved through establishing strong network and partnership among member organizations and partner institutions at all levels (national, regional, district and community levels). Realization of strong network and information communication systems facilitates timely information dissemination among development partners. Besides, PANE is responsible in creating enabling environment for the Regional chapters to play smoothly their roles and act as a key actor in the regional development arena. To this regard, specifically PANE is responsible to:

- Build the capacity of the regional chapters based on a comprehensive capacity development needs assessment (training, technical and material support)
- In collaboration with the Regional chapters, build the capacity of local government and District civil society forum (DCSF) and community based organizations

- Design and develop context specific development strategies and guidelines that can direct coordinated efforts towards poverty reduction in all the regions
- Together with Regional chapters, facilitate smooth implementation and M&E of the PASDEP and localizing MDGs at grassroots levels.
- Scale-up regional best practices and lessons at national level and advocate for policy influence
- Support the RC and the District Plan Facilitation Team on fund raising activities to execute the District Development Plan
- Up-date RCs with timely information related to poverty reduction

9. Cooperation

9.1 Cooperation from Member organizations

PANE's development missions are shared by member organizations and are expected to contribute and facilitate their implementations at all levels. In view of this, PANE will assess the capacity of member organizations at regional/district level and negotiate on how the organization can contribute to the establishment of effective Regional chapters as a key actor in the local development process. A Terms of Reference (TOR) shall be prepared detailing the possible cooperation and support of member organizations to the Regional chapters and jointly signed between PANE and the organization.

With this understanding, the potential member organizations (both at Head offices and Regional coordination offices) are expected to represent at least one relevant staff to the Regional chapters. In collaboration with PANE, they are also responsible to build the capacity of the regional chapters' offices with the necessary facilities (computer, and other office equipment). Regional coordination offices should also give permission and time for the focal person to participate in the Regional chapters meetings and write report as per his/her representation.

9.2 Cooperation from Regional Government

PANE as legally registered network of civil societies, works within the government development policy frameworks. Its development mission is to empower the poor to enable them actively participate in policy design,

implementation, monitoring and evaluation of development activities that affect their livelihood. PANE also believes that Regional/local governments should have a stake in this holistic development mission to come out from the trap. In order to focus its contribution to the regional development, PANE shall conduct a comprehensive analysis and assessment of potential regional bureaus and district offices to work together at local level. Terms of Reference (TOR) shall be prepared which further specify the agreements and area of cooperation with key regional bureaus (BOFED, Bureau of Information, Regional City Administrations, Rural development and Agriculture and Regional councils).

Based on the MoU, regional bureaus and district offices shall cooperate and be responsive to the reports and problems/constraints faced by the Regional chapters. A focal person from the identified regional bureaus shall be assigned to follow up the Regional chapters development programs and participate as member of the Regional Taskforce. Regional governments are also expected to support the chapters in facilitating partnership initiatives with local/district governments. It is also believed that the regional governments assist RCs in organizing regional discussion forums, dialogues and public debates on publicizing the PASDEP and other regional media coverage of RC development activities.

10. Communication

10.1 Communication and Reporting System

Regional chapters are expected to establish effective communication and networking within the local system. As RCs are liaison offices at regional level, the voice of the community especially the poor will be well communicated among the regional and local actors. An effective communication and reporting system should be established between the local institutions, Regional chapters and PANE. Quarterly regional reports are sent to PANE for scaling up best practices at national level and share with other Regional chapters. Aggregated national reports should also be sent back to the Regional chapters so as to be aware of the national context and make desirable comparison among the regions. Regional chapters need to have a fixed schedule for fortnightly, monthly and quarterly meetings on which the taskforces present work achievements and their future plans. The Community Development Facilitation Officer (PANE) and depending on the development agenda, other officers will

attend quarterly Regional chapters meetings. Each Regional sub-committee should also have their own division of tasks among the members and meet the communities/institutions to identify the basic felt needs and create forum of discussion both at regional and community levels.

10.2 Main Communications Issues

The main communications issues and messages of the interactions between the PANE Secretariat and Regional Chapter Committees would consist of:

- ✓ Regional Chapters' 'outputs' in program implementation, PASDEP M&E, research, coordination, and networking (including local stories of regional best practices and lessons learned, local initiatives in advocacy and M&E, local level participation initiatives, community participation & situation analysis reports, PDDPs updates, etc);
- ✓ Admin, logistical, and financial information of RCs in PANE' work;
- ✓ Capacity building needs assessment reports & ongoing/upcoming local-level capacity building initiatives;
- ✓ Region-specific policy/program advocacy (and sectoral) issues;
- ✓ Questions/feedback on policy advocacy issues and initiatives;
- ✓ Latest advocacy and strategic directions adopted by PANE;
- ✓ Relevant schedules and updates on upcoming/ongoing events and training programs;

11 Communications Tools

11.1 Regular meetings of RC-Committees

While they would eventually be left free to decide on the schedules of their meetings, it is generally expected that the *RC-Executive Committees* have to meet regularly on fortnightly, monthly and quarterly basis in order to compile all relevant information and updates from the *District Plan Facilitation Team* and the regional sub-committees. The information compiled in this way would constitute the *Quarterly reports* that have been discussed previously. Of course, holding quarterly meetings and subsequently, preparing the reports, might imply that the RC-Committees might have to start collecting the necessary information from the sub-committee, and making the necessary preparations for the meetings well in advance.

11.2 Regular Quarterly Reports

Based on a standardized (though maybe also simplified) reporting format, the *RC Quarterly reports* would provide information updates on the ‘outputs’ of the PANE-RCs’ activities, as well as on progresses in related PANE-RC programs/projects, admin, and capacity building information (all of which would be specific to the RC’s undertakings in PANE’s work). The reports should be written in a simplified, bulleted form, and could either be in Amharic, English. The Executive Committees of the RCs, notably the Chairman, vice-Chairman, and Secretary would be mainly responsible of writing these reports, which, in general, would be a compilation of more-or-less similar reports written by the sub-committee and the district PM&E Teams. The Executive Committees might also complement their reports with broader situation analysis reports on regional development or other relevant socio-economic and governance issues.

11.3 RC’s own Publications

The RCs could also complement their quarterly reports with their own specific publications, including articles, print newsletters, magazines, journals, and other publications- provided, of course, that such publications do exist. Most of the PANE members are generally engaged in poverty reduction-related activities, and some may also publish their own newsletters or journals on a more-or-less regular basis.

11.4 E-mail and postal packages

It is also expected (though these have not been determined yet) that the quarterly reports compiled and produced by the RC-Executive Committees, would be communicated to the PANE Secretariat electronically, and namely through e-mail attachments. Nevertheless, in those regions where the Internet networks are poor or unavailable, the RC-Committees could send these reports through postal packages

11.5 E-mail, telephone and fax

The RCs could also communicate with the PANE Secretariat through e-mail, telephone and fax services. This would notably be the case for coordinating the meetings and arranging the transfer of the quarterly reports. Nevertheless,

such communications means could also be used for other general administrative, logistical, travel and other arrangements.

11.6 Travels to the field/regional towns/Addis Ababa

On a more-or-less regular basis, arrangements could also be made for the Officers of the PANE Secretariat (or Board members), as well as members of the RC-Committees and the RC-sub-committee to travel within the regions to certain towns or zones, or to the capital city (for the RC-Committee and sub-committee members), for attending some of the quarterly or bi-annual meetings. Filed travels could also be made for conducting occasional assessments of the RCs' activities or even coordinating the meetings. Some RC members (especially those based in the regions) could also be invited to Addis Ababa to attend the PANE annual General Assembly sessions or to report before the Board.

11.7 PANE publications and reports

Regular and occasional publications produced by PANE (newsletter, journals, books, e-newsletters, etc) could also be sent out to the RCs on a regular basis. These may prove important, as they would inform the locally based organisations on the overall activities of PANE.

11.8 PANE web site and e-newsletters

Those RCs with access to Internet facilities could also communicate with the PANE Secretariat through e-mail, and could also post comments or articles on the "Members only" section of the web site. They could also be updated on the activities of PANE through the web site and the regular e-newsletter that would be dispatched to the members.

12. Required Resources

Given the wide distances that may separate some RCs from the Secretariat, and given that the RCs have to report on a regular basis, the communications activities here would require a great amount of time and money. Travelling to the RC sites, or bringing over RC members to the capital may also incur further logistical and financial costs (vehicle maintenance, fuel, air-ticket, lodging, per

diem, telephone costs, etc). Furthermore, since the communications activities are to be mainly carried out through telephone, fax, and e-mail, PANE must anticipate the costs involved of establishing and maintaining an office (furnished with a desktop computer and the necessary stationeries), telephone and fax lines, and Internet and e-mail facilities for the RCs. All these might, at least for an initial period, require the resources of PANE to be functional.

13. Regional chapters Activity Monitoring Schedule (suggestion)

Level	Schedule	Activities to be undertaken	Participants
Regional Sub-committees	Fortnightly meetings	<p>Discuss and review progress of activities of the taskforce</p> <p>Inform the Executive committee on the progress of activities and the problems/ constraints faced by the task force</p> <p>Compile fortnightly reports and submit to the executive committee</p>	<ul style="list-style-type: none"> Member of the Executive committee (Chairman)
	Monthly	<p>Review monthly progress and agree on action plan for the following month</p> <p>Division of tasks among the members of the sub-committee</p> <p>Compile monthly reports and submit to the executive committee</p>	<ul style="list-style-type: none"> Member of the Executive committee (Chairman) Relevant Local Government officer CBOs representatives
	Quarterly	<p>Review quarterly performance and agree on action plans for the following period</p> <p>Compile quarterly reports and submit to the executive committee</p>	<ul style="list-style-type: none"> Chairmen of sub-committee Relevant Local Government officer CBOs representatives Other grassroots partners
Regional Chapters (Executive Committee)	Fortnightly	<p>Discuss and review progress of activities performed by the sub-committee</p> <p>Discuss and resolve/find solutions for problems reported by the sub-committee</p> <p>Report major activities and problems encountered to PANE via e-mail or telephone</p>	<ul style="list-style-type: none"> Executive Committee chairperson and secretary Chairman of the sub-committees
	Monthly	<p>Review progress of activities by sub-committee and developing action plan for the following month</p> <p>Discuss and resolve/find solutions for problems reported by the sub-committee</p> <p>Report major activities and problems encountered to PANE via e-mail or telephone</p>	<ul style="list-style-type: none"> All Regional chapter executive committee members Chairman and secretary of the sub-committee
	Quarterly	<p>Review progress of activities by sub-committee and developing action plan for the coming quarter</p> <p>Discuss and resolve/find solutions for problems reported by the sub-committee</p> <p>Compile and send regional quarterly report to PANE and relevant regional government Bureaus</p>	<ul style="list-style-type: none"> All Regional chapter executive committee members Chairman and secretary of the sub-committee PANE Officer/s

Annex I

Main components Bylaw

- 1. Preamble**
- 2. Establishments**
Article One
- 3. Naming**
Article two
- 4. Translations**
Article three
- 5. Address**
Article four
- 6. Duration**
Article five
- 7. Seal**
Article six
- 8. Objectives**
Article seven
- 9. Membership**
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- 10. Membership privilege and obligations**
Article nine
- 11. Discontinuing membership**
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Article eleven
- 13. General assembly roles and responsibilities**
Article twelve
- 14. General assembly decision making procedures**
Article thirteen
- 15. Role of general assembly chairman and secretary**
Article fourteen
- 16. Role of general assembly secretary**
Article fifteen

- Article sixteen**
17. Executive board of director
- Article seventeen**
18. Roles of executive board of directorate
- Article eighteen**
19. Role of executive board of directorate chairman and secretary
- Article nineteen**
20. Role of executive board of directorate chairman
- Article twenty**
21. Role of executive board of directorate secretary
- Article twenty**
22. Service year of executive board of directorate
- Article twenty one**
23. Board of directorate meeting
- Article twenty-two**
24. Office of regional chapter (to be decided)
- Article twenty-three**
25. Financer officer of regional chapter (to be decided)
- Article twenty-four**
26. Budget year of regional chapter
- Article twenty-five**
27. Material and finance management of the regional chapter
- Article twenty-six**
28. Auditing
- Article twenty-seven**
29. Source of income
- Article twenty-eight**
30. Improving establishment document of the regional chapter
- Article twenty-nine**
31. Dissolving the regional chapter
- Article thirty**
32. Date of enforcement