



**ADDIS ABABA UNIVERSITY
COLLEGE OF SOCIAL SCIENCES**

DEPARTMENT OF SOCIAL ANTHROPOLOGY

***ASSESSMENT ON COMMUNITY DEVELOPMENT PROCESS: A CASE OF
SOS CHILDREN'S VILLAGES ETHIOPIA AND LEWEGEN DERASH
CHARITY ASSOCIATION PROJECTS, IN WOREDA 11 OF KOLFE
KERANYO SUB CITY, ADDIS ABABA***

BY: NOBEL MULUGETA

JUNE 2020

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ADDIS ABABA*

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Partial Fulfillment of the Requirements for the Degree of Master of Art in Social
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Department of Social Anthropology

This is to certify that the thesis prepared by Nobel Mulugeta, entitled Assessment on Community Development Process: A Case of *SOS Children's Villages Ethiopia and LewegenDerash Charity Association Projects* submitted in partial fulfillment of the requirements for the Degree of Master of Art in Social Anthropology complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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DECLARATION

I the undersigned, declare that this thesis is my original work and as the best of my knowledge, it has not submitted as partial fulfillment of the requirements for any degree in any other university and that all sources of materials used for this thesis have properly acknowledged.

Nobel Mulugeta

Signature_____

Date_____

DEDICATION

I dedicate this thesis to the most lovely, dedicated, and strong women I have ever seen in my life:
my mother Mrs. WorkineshMulugeta.

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List of Acronyms

ACSO	Agency for Civil Society Organizations
BA	Bachelor of Arts
CSA	Central Statistics Agency
CADU	Chilalo Agricultural Development Unit
CBO	Community Based Organization
CDD	Community Driven Development
CDO	Community Development Officer
CDP	Community Development Process
CDPC	Community Development Project Coordinator
CSN	Child Support Network
EOCO	Employment Opportunity and Creation Office
FBO	Faith Based Organization
FCDP	Family and Community Development Project
FD-SACCO	FetinoDerash Saving and Credit Cooperative
FGD	Focus Group Discussion
FSSCDP	Family Strengthening for Sustainable Child Development
IDIs	In-depth Interviews
KII	Key Informant Interviews
KIP	Key Implementing Partner

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K/KSC	KolfeKeranyo Sub City
LEDCA	LewegenDerash Charity Association
L&SAO	Labor and Social Affair Office
MA	Master of Arts
MOU	Memorandum of Understanding
MPP	Millennium Package Program
NGO	Non-Governmental Organization
PCDP	Pastoralist Community Development Program
PMT	Project Management Team
PWDs	Person with Disabilities
SNNP	Sothern Nation and Nationalities People
SACCO	Saving and Credit Cooperatives
SOSCVE	SOS Children's Villages Ethiopia (an international Non-Governmental Organization working in Ethiopia for more than 70 years)
ToR	Terms of Reference
WADU	Wollayta Agricultural Development Unit
W&CAO	Women and Children Affair Office

List of Glossary

<i>Affocha</i>	A religious affiliated voluntary and community support association
<i>Idir</i>	A kind of grassroots life insurance, in which neighbours organize funerals for their closest relatives and provide solace in grieving.
<i>Kaba</i>	A village in Woreda 11 of K/KSC
<i>Ketena</i>	A name used to refer catchment area under the third administrator division of Ethiopia
<i>Lomimeda</i>	One of a village in Woreda 11 of K/KSC
<i>Soramba</i>	One of a village in Woreda 11 of K/KSC
<i>Teff</i>	The most common cereal crop that most Ethiopians used to make injera
<i>TeraAskebari</i>	a name used to refer the person that facilitate minibus taxi transportation
<i>Woreda</i>	The forth level administrative division of Ethiopia
<i>Woyalla</i>	a name used to refer minibus taxi attendant

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Abstract:

The purpose of this study was to assess Community Development Process: The Case of SOSCVI and LEDCA development projects, in Woreda 11 communities of KolfeKeranyo Sub City. The objectives include: to investigate SOSCVI and LEDCA projects within the context of community development process, to examine how the local community reacts to community development projects, to assess the merit and limitations of community development projects in the local context, and to examine the impact and sustainability of community development projects on the lives of local community. To this end, a case study i.e. qualitative research method has been carried out. In-depth interviews, key informant interviews; FGDs, observation, and document review have been made in order to collect data from both primary and secondary sources. Hence, data has analyzed through qualitative data analysis methods. Therefore, the study sets out the community development projects taken place by SOSCVI and LEDCA have performed an effective local community development programs within the framework of community development process. However, the study explored that development agencies should have to synchronize their roles and commitments with the local community-based organizations in order to sustain community development projects within the local community. Further, the study presented some project activities should have to be contextualized and flexible. In general, the study promotes debate among the development community, policy makers, and academia, and to broaden understanding of social policy challenges the issue of social development and community development.

Key terms: Community, Development, Community Development, Community Development Process, Participation

Assessment on Community Development Process

CHAPTER ONE

1. INTRODUCTION

This chapter briefly introduces background of the study and statement of the problem. The Chapter also outlines the objective of the study, scope and limitations of the study. Definitions of key concepts are also included to ensure an understanding of basic conceptions used in the thesis.

1.1. Background of the Study

Nowadays, government and non-government organizations, transnational corporations, and multi-national organizations are implementing various projects to fulfill people's developmental needs. Among all, a community development project is commonly taking place. This is because community development ensures people's participation throughout its process i.e. organizing, planning, goal setting, implementation, and evaluation (Green and Haines 2008). However, some of the projects that have been implemented so far were considered as a community development project while they were not participatory and inclusive in their process. Mostly, local people and project targets have a limited participation to consultation and implementation. As a result, people's commitment, participation, and project sustainability become challenging.

Among other development projects that have implemented more recently, SOCVE has intervened a project called 'Family and Community Strengthening Project' starting from March 2014 to December 2019 and LEDCA has carried out a project called 'Family Strengthening for Sustainable Child Development' beginning from August 2016 until now in *Woreda* 11 of Kofe Keranyo Sub City. Both projects were implemented with a participation of external development agency i.e. SOS Children's Villages Ethiopia, and internal development agencies that includes the local *Woreda* administration and Community Based Organizations (CBOs). In this regard, the project implementers consider each project as a community development project while their target beneficiaries are individuals and some groups of the community i.e. vulnerable children and their families.

Therefore, this study has attempted to assess SOSCV and LEDCA development projects implemented in Woreda 11 communities of K/KSC with the context of community development process.

1.2.Statement of the Problem

There is abundant number of studies that researches community development in one way or another. However, each study has analyzed community development indifferent perspective and conceptual framework. This scattered interest in community development has resulted from the approach's proven capacity to deliver solutions to community problems or it might result from its limitation. Therefore, several studies have found community developments' relevance across many sectors, and recommended that well-designed participation and decentralization can reduce poverty's many dimensions.

Studies, for instance, (Yakob 2018), (Dereje2017), (Kidane 2017), (Kassa; Yehualashet 2015), (Tesis 2014), (Abera 2012), (Wube 2000), gave emphasis on community participation, community development, social capital, and community-based development. Among all, researches especially (Yakob 2018), (Abera 2012), (Tadele et.al 2016) and the literature produced by the World Bank (2016) examine community participation and community development in a homogeneous community structure while other studies merely focused on community participation in rural and small-scale projects. Some studies are also out dated and only focus on government sponsored community development projects (e.g., Wube2000).

Even though these studies examine the relevance of people's participation in different development projects, they did not carefully examine it with the context of community development process. Further, previous studies did not consider that the social, economic and cultural well-being of individuals with in a community might affect community development and mode of participation.

Moreover, some of them could not emphasize the question that in what way the development project has introduced and adopted in the local area. For instance, Kidane and Bejituwal (2017) have conducted a study among the community of Kolfe Keranyo with a focus on the role of SOS Children's Villages in social capital building of the local community, as well as monitoring and

evaluation System at Family and Community Development Program of SOSCV. However, these studies have not mentioned how community residents understand and express the project including the merit and limitations of the project.

Therefore, as noted by Green and Haines (2008), the large number of studies and practices associated with community development is strength of the field, or it can also be a problem. As a result, various knowledge gaps have identified from the studies so far conducted. Including that prior researches unable to show peoples participation with regard to community development process, the impact of outside-driven (NGO driven) development project on the local community. In addition, the summary of the above studies finding has shown that an in-depth study is required to investigate more about development projects with in a context of community development process to understand the role of local community residents.

For these reasons, this study is ideal since it intended to understand SOSCV and LEDCA development projects by analyzing each project with respect to community development process that gave emphasis to community representatives, individuals of the community, and community organizations as its observation unit and units of analysis. The study also examines how these development projects have localized, the attitudes of local community towards the projects, merit and limitation of each project over heterogeneous and complex community setting; and the impact of each project on the lives of local communities.

1.3. Objective of the Study

The overall objective of this research was to assess Community Development Process in the case of *SOSCV* and *LEDCA* Projects.

The specific objectives of this research were -

- ✓ To examine SOSCV and LEDCA projects with respect to community development process
- ✓ To examine how the local community reacts for each project,
- ✓ To assess the merit and limitations of community development projects in the local context

- ✓ To assess the impact and sustainability of SOSCVE and LEDCA projects on the lives of local community

1.4. Significance and Scope of the Study

The study is significant in bringing a way of understanding development projects through the conceptual framework of CDP. Primarily, it considers people's participation throughout the entire process of community development. The study reveals how people's participation affects and functions the community development process. Second, since it takes sample experiences of two development projects in a similar area, it gives insight on the strengths and limitations of community development projects. Third, it would be useful to understand and realize how the community reacts for development projects. Further, it may open a door for development practitioners to study in their own community and development projects based on objective reality and subjective reflexivity. Thus, it would be useful to understand the gap between theoretical conception and practical experience through first-hand experience.

In general, in light of the above outputs, the study will inform future policy makers, both governmental and non-governmental organizations to re-design frameworks for reshaping development projects with regard to community development process in order to access equal participation, commitment, and sense of ownership among members of the community.

However, the study has only focused on two development projects i.e. FCDP and FSSCDP, due to time limitation and inaccessibility of accurate project sites, other projects in the area have not been included as a focus of the study. Furthermore, issues like culture, gender, power, and inclusivity have not been analyzed as a basic element of the study.

1.5. Limitation of the Study

This project work was conducted from August 2014 to August 2019. The researcher's personal reflection along with the methodological approach might influence the study analyses as a limitation. Moreover, some research objectives, for instance, local people's reaction towards each project, impact and sustainability could best be studied if a mixed (qualitative and quantitative) method has been employed.

As a challenge, among other things, the current covid-19 pandemic widely affects the social, cultural, economic, and political dimensions of the country as well as Addis Ababa. Therefore, accessing relevant and recent information from local *Woreda* administrative, SOSCVE project offices and conducting additional KIIs, IDIs were challenging. Thus, online ways of information exchange and telephone interview have applied.

1.6. Organization of the Thesis

The first chapters in this study introduce community, development, community development, community development process, and community development in Ethiopia. Chapter One outlines the interest on the research topic, statement of the problem, objective and significance of the study. Chapter Two defines community, development, community development; community development processes and examines the major elements in community development process that include participation, organizing, visioning, planning, implementation and evaluation process. Further, the chapter discusses about the strength and limitations of community driven development strategy. It also reviews how the community development progressed in Ethiopia.

Chapter Three illuminates the rationale for the use of qualitative method and case study design adopted. A case study has conducted at *Woreda* 11 K/KSC, Addis Ababa, Ethiopia. Study area, study organizations, and data collection methods, methods of data analysis have explained in detail in this chapter.

Chapter Four emphasized on the main findings of the research. It presents the community development projects implemented in *Woreda* 11 of K/KSC with a conceptual framework of CDP. The chapter has also discussed people's reaction towards the community development projects with identifying the major limitation and strengths of the projects to the local context.

Chapter Five concluded the thesis by discussing the significance of the research findings and future implications to the local people of *Woreda* 11 of K/KSC. It also outlines the study contribution to acknowledge, and, finally, proposes future research topics which emerged from the study.

Definition of concepts

- **Community:** it is common interests in achievable things (economic, religious, or whatever) that give members of a community a common interest in one another. Living face-to-face, in a small group of people, with common interests in mind, eventuates in community members sharing many-stranded or multiplex relations with one another; also sharing a sentiment towards the locality and the group itself. Hence, communities come to be marked by a fair degree of social coherence (Frankenberg 1966).
- **Development:** is a structural change and improvements within community systems encompassing both economic change and the functioning of institutions and organizations (Green and Haines 2008).
- **Community Development:** is a continuous process through which people and communities acquire the skills, attitudes and abilities for active participation and an outcome when people get involved in the development process to bring about change in their lives (Tootle 2006).
- **Community Development Process:** is a process that leads to change in many aspects community living, which include social, economic, cultural as well as environmental. The process begins with community organizing to visioning to planning to implementation and evaluation and back to organizing (Rahim and Asnarulkhadi 20010).
- **Community Participation:** Community participation concerns the engagement of individuals and communities in decisions about things that affect their lives. It means that communities are playing actively and have a significant degree of power and influence (Burns et.al 2004).
- **Community Driven Development:** is an approach that gives control over planning decisions and investment resources for local development projects to community groups (Tanaka et.al. 2006).

CHAPTER TWO

2. REVIEW OF RELATED LITERATURES

In this chapter, a systematic review on the concept of community, development, community development, community development process, and elements of community development process are made. Subsequently, the merits and possible challenges that a local community or development agency may face in localizing community development project are presented. Finally, community developments in the context of Ethiopia are explained.

According to Bhattacharjee(2012:21), “the purpose of a literature review is three-fold: (1) to survey the current state of knowledge in the area of inquiry, (2) to identify key authors, articles, theories, and findings in that area, and (3) to identify gaps in knowledge in that research area.”Therefore, the purpose of reviewing literature for this study is to obtain relevant information that is available about the research topic and to identify gaps and thus to fill the gaps through this study.

2.1. Defining Community

Community is a broad concept and can be conceptualized in different approaches. Human ecology, system theory, and field theories define community by attributing components of structure, function, and interaction with in a collection of individuals (Matarrita-Cascante and Brennan 2012). This idea is also evident in the famous work of (Ife 2010:11) “A community is not just a collection of individuals; those individuals are part of something bigger, which has meaning for them and for others.”

Further, according to Brennan (cited in Institute of Medicine 2012), community is a multifaceted concept, characterized by owning shared identity or collective history of members. Matarrita-Cascante and Brennan (2012: 295) have also defined a community as “a locality comprised by people residing in a geographical area; the resources such people require to subsist and progress; and the processes in which such individuals engage to distribute and exchange such resources to fulfill local needs and wants.”

By understanding the above definitions, this study has understood community as a common interest in achievable things (economic, religious, or whatever) that give members of a community a common interest in one another. Living face-to-face, in a small group of people, with common interests in mind, eventuates in community members sharing many-stranded or multiplex relations with one another; also sharing a sentiment towards the locality and the group itself. Hence, communities come to be marked by a fair degree of social coherence (Frankenberg 1966).

2.2. The Concept of Development

The concept of development is wide due to its diverse viewpoints. Since the starting of 1940's as Truman, Wilfred Benson, Rosenstein-Rodan, and Arthur Lewis definition of development, advancement has implied at slightest one thing: to elude from the undignified condition called underdevelopment. Nevertheless, Nyerere proposed that advancement as a political mobilization of individuals for accomplishing their claim goals. Additionally, Rodolfo Stavenhagen proposes nowadays ethno advancement or improvement with self-confidence, cognizant that we got to 'look within' and 'search for one's claim culture' rather than utilizing borrowed and outside sees (Esteva 1998). However, this view might be more subjective, there are a number of projects that have been initiated by external agencies and deep-rooted with the local community.

However, the different perspectives drive the concept of development to be perceived as a process of alleviating poverty, social justice, creating capability, empowerment, and productivity. In the context of this study, development is assumed as a process of fostering the progress of living standards and economic activity in a nation or local area through efficient use of resources, technology, and knowledge. In line to this, according to Reyes (2001), the general definition of development includes the specification that social groups have access to organizations, basic services such as education, housing, health services, and nutrition, and above all else, that their cultures and traditions are respected within the social framework of a particular country. Further, Reyes (2001:1) argues that:

The term development is understood as a social condition within a nation, in which the authentic needs of its population are satisfied by the rational and sustainable use of natural resources and systems. This utilization of natural resources is based on a technology, which respects the cultural features of the population of a given country.

Simply put, development implies structural change and improvements within community systems encompassing both economic change and the functioning of institutions and organizations (Green and Haines 2008). Development is deliberate action taken to elicit desired structural changes.

2.3. Community Development

Different scholars and practitioners define community development based on different perspectives. The concept of community development has undergone drastic changes over the years since pre-modern society. The ever-changing needs and wants of communities have led to these changes. In line to this, as per the definition of (John 2009:59)

Community development should be considered as both a process and an outcome. A process refers that: developing and enhancing the ability to act collectively, and an outcome mean: (1) taking collective action and (2) the result of that action for improvement in a community in any or all realms: physical, environmental, cultural, social, political, economic, etc.

In addition, Ife (2010) stated that community development is understood as an approach to working, living and progressive change and as a way of thinking, rather than simply as an occupation or a set of practice prescriptions. However, previous researches evaluate community development projects as a one-time business. Further, Ife Jim, in his book *Human Rights from Below* (2010), identified six dimensions of community development and argued that community development needs to consider each dimension. These are social development, economic development, political development, cultural development, environmental development and spiritual development. Nevertheless, the practicability of these additional insights of Ife is questionable since among others, political development and spiritual development is unseen and impossible to understand easily in most community development projects.

Matarrita-Cascante and Brennan (2012: 297) provides an extremely useful detailed description of Community development:

It is a process starts from visioning, planning, execution, and implementation of action towards desired goals associated with the promotion of efforts aimed at improving the conditions in which local resources operate. Thus, community moderatorstie together local economic, human, and physical resources to secure daily requirements and respond to changing needs and conditions.

2.4. Community Development Process

Community development approach is different from other development approaches i.e. rights-based approach, need-based approach and market-based approach. Since right-based approach ensures that everyone (especially women) have the right to a livelihood, basic services, be safe from harm, be heard, and be treated as equal by transforming power relations among various stakeholders and identifying the key systematic obstacles that keep people from fulfilling their rights. According to the approach, process is led by those who need to claim their own rights, therefore meets the needs of those individuals/groups in a culturally manner. However, this approach only focus on individual rights and lose perspective on collective rights, as many areas in the world function and prioritize collective rights (Cornwall and Nyamu-Musembi 2004) Similarly, needs-based approach often targets the individuals to fill the gaps and unmet needs in health care, clean water, and other basic necessities, including the provision of additional resources. The approach focuses on reaching the most people with least amount of money. However, it creates a cycle of dependency. Moderately, the marketing approach enhances poor people's participation by leading them to income earning, market-driven, entrepreneurships and by identifying and addressing constraints to participation. More strongly, this approach focuses on sustainability and decreasing the dependency on donor agencies, with heavy involvement of the private sector. However, the approach has criticized because interventions are conceptualized at the macro level and lack the context to consider all the effects of program implementation on individual and communities (Israel 2018).

Above all else, community development approach is different. According to Kenny (2007), community development is a holistic approach grounded in principles of empowerment, human

rights, inclusion, social justice, self-determination and collective action; it considers community members to be experts in their lives and communities, and values indigenous knowledge.

Rahim & Asnarulkhadi (2010) indicate that, community development is a process that leads to change in many aspects of community living, which include social, economic, cultural as well as environmental. It is about continual improvement, first with the help of change agents and later, by the people themselves to bring about change in their lives, which ultimately improve their quality of life. The ultimate goal of community development is therefore, to develop members' capabilities and potentials to affect their wellbeing and quality of life through maximizing resources utilization to benefit them socially and economically. Thus, the focus of community development process is community's participation

According to Green (2008), the community improvement handle begins from community organizing, to visioning, arranging, execution, and after that to assessment and back to organizing. Whereas the outline moves from one-step to another and makes an input circle, community improvement is distant messier and non-linear in hone. Numerous of these steps proceed all through the method. In expansion, one-step may provide more accentuation than others in specific time periods. Each community is diverse, and the real time it takes for each step will contrast as well.

In some cases, a few communities may be reasonably organized and cohesive and can move through organizing, visioning, and arranging in a brief sum of time and spend the bulk of their time and exertion on usage. In any case, other communities may find they are investing an incredible bargain of time on organizing. The nonattendance of a time outline is another perspective to be considered in this outline. All the steps inside the process appear up to require a comparative entirety of time, but, as illustrated over, the whole of time went through on any one step will depend on the community's occupants and what they are endeavoring to fulfill. The outline incorporates a step for execution – the activity stage from which results will be felt and measured. This step may be a crucial part of the method – it isn't isolated from it (Green and Haines 2008).

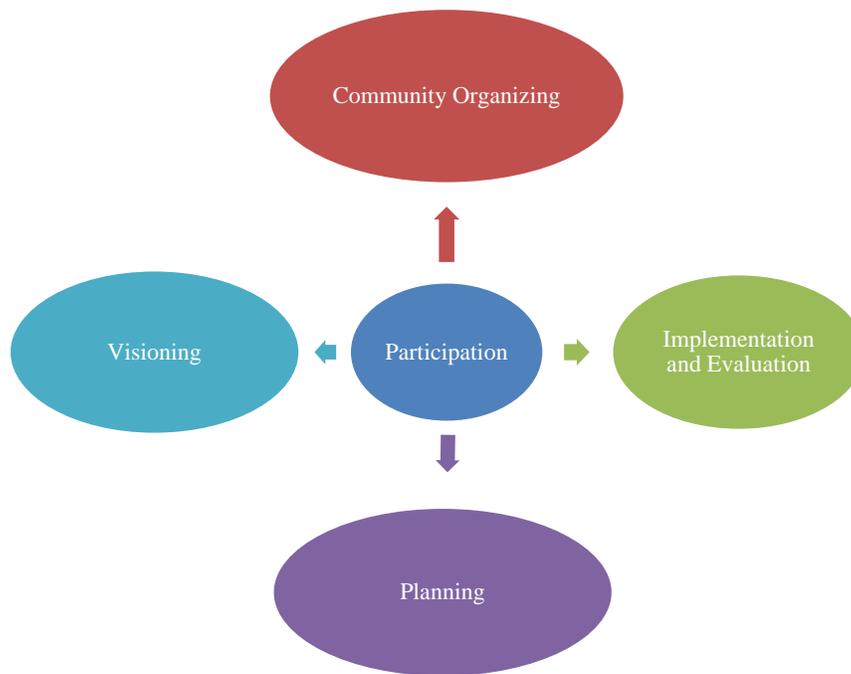


Figure 1: *Community development process (Source: Green & Haines 2008)*

2.4.1 Participation

The establishment of community development activities is the dynamic cooperation of community inhabitants in all angles of community advancement process (Mansuri and Rao 2004). In line with this, Burns et al. (2004:2) briefly clarified what community interest is crucial for community advancement, as take after:

To some it may sound obvious, but we do need to spell it out. Community participation concerns the engagement of individuals and communities in decisions about things that affect their lives. Sometimes people do not want to be involved in decision-making, but it is our view that everyone should have the opportunity to do so.

Numerous organizations generally say that they have a community engagement technique when they mean that they have a discussion procedure. All things considered; community interest isn't the same as discussion (Burns et.al. 2004). Agreeing to Burns et al. (2004), community cooperation is basic since of the truth that dynamic interest of nearby inhabitants is fundamental

to moved forward law based and benefit responsibility. Moreover, it upgrades social cohesion since communities recognize the esteem of working in organization with each other and with statutory organizations. Besides, community support improves adequacy as communities bring understanding, information and involvement fundamental to the recovery prepare. Community definitions of require, issues and arrangements are distinctive from those put forward by benefit organizers and suppliers; it empowers approach to be pertinent to neighborhood communities, and advance it includes financial esteem both through the mobilization of deliberate commitments to convey recovery and through aptitude advancement, which upgrades the openings for business and an increment in community riches.

Indeed, in spite of the fact that, participation is the heart of community advancement process, most of community development organizations failed to include community members all through CDP with regard of people's potential and commitments. Be that as it may, in this think about this study have assessed local community's interest in each process of community development projects.

2.4.2. Organizing

Agreeing to (Kahn 1991 cited in Green 2016), organizing starts with one individual needing to alter one thing. It may be a way for individuals to work together to illuminate a common issue. Organizing takes different shapes. Union organizing centers on workers with the same management or within the same industry. Voting demographic organizing includes gather characteristics, such as sex, race, dialect or sexual introduction. Issue organizing addresses a specific concern, such as education, health, or livelihood. Neighborhood or community organizing centers on put and addresses individuals who live within the same put.

Community organizing, hence, is unmistakable from other shapes of organizing since it centers on mobilizing individuals in a particular range. (Rubin and Rubin 1992 cited in Green 2016) distinguished diverse community organizing instruments. The primary approach that includes a proficient organizer, who works with existing organizations to recognize issues of common intrigued within the community, the moment approach takes a distinctive approach by reaching welfare clients separately at their homes and depends intensely on requests to the self-interest of each individual. The third approach has based on creating multi-issue organizations that are

much more political than the other two approaches. Another approach emphasizes the significance of seriously preparing of organizers. In spite of the fact that this approach is comparative with the primary approach, it emphasizes the significance of keeping up near ties with existing community organizations as the community is organized.

In any case, each of the approaches has preferences and drawbacks. The choice of which approach to utilize is based to a great extent on the setting, the assets, and the circumstances. organizations as the community is organized.

2.4.3. Visioning

Visioning could be a process by which a community envisions end of the it needs, and plans how to attain it. Through open inclusion, communities distinguish their reason, center values, and vision of long-standing time, which are at that point changed into a reasonable and attainable set of community objectives and an activity arrange (Green 2008).

Community visioning has gotten to be an acknowledged arranging procedure. Numerous communities utilized this strategy to advance wide open cooperation on the heading a community ought to move within the future (Shipley 2000). A visioning prepare sets up a wanted conclusion state for a community, a vision of the longer term toward which to endeavor. Shipley (2000: pp 241) saw vision as “an allegory that portrays social, social, and maybe emotional attributes”. The visioning strategy, in any case, endeavors to set up a vision of put through wide open cooperation instead of one individual’s see. In hypothesis, a community vision happens through a bunch prepare that tries to reach at a consensus approximately end of the of put. The essential advantage of visioning is that it permits for a broad, imaginative, and proactive future introduction. Visioning centers on the qualities that must be create to reach a wanted conclusion state. It grows the idea of community support likely with that of other components and proposes that the community can plan and make its claim future.

2.4.4. Planning

Planning could be a portrayal of the exercises to move the community toward its vision. For each extend that's identified, there ought to be a nitty gritty arrange of what has to be done, who can do it, when it'll be done, what data is required, and what assets are fundamental to execute the

methodology. Activity plans ought to be arranged based on concurred on techniques and objectives (Shiple 2000).

2.4.5. Implementation and Evaluation

Communities locked in in improvement are rarely curious about observing their advance and assessing their endeavors. They are basically concerned with getting things done. There are a few reasons, in any case, why it is valuable for a community to degree its advance and assess its endeavors:

- ✓ To keep people involved in the community development process by showing them tangible results of their efforts
- ✓ To show foundations, local governments, and other financial supporters that their resources are well spent
- ✓ To improve the community's efforts by establishing a reliable system of monitoring progress
- ✓ To gain support of the community-at-large for development efforts by having an effective evaluation system in place

2.5. Merits and Limitations of Community Development Project

When outlined and actualized well, as famous by Alkire et al. (2004), community development fortifies value and comprehensiveness, proficiency, and great administration. Value and comprehensiveness would have accomplished through success focusing on, consideration of defenseless and avoided bunches, putting assets in coordinate control of destitute individuals, and permitting destitution lessening measures to go to scale. Productivity would have picked up through request responsive allotment of assets, decreased debasement and abuse of assets, lower costs and way better fetched recuperation, way better quality and upkeep, more noteworthy utilization of assets, and the community's readiness to pay for merchandise and administrations. Great administration would too advance by more prominent straightforwardness and responsibility in assignment and utilize of assets since the community takes an interest in venture decision-making forms. A few of the standards of community improvement, such as support, strengthening, responsibility, and non-discrimination, are too commendable closes in themselves (Alkire et al. 2004).

Be that as it may, as prove by Dahal (2012), the communities in most of the community advancement program remains choice of the improvement organizations. The foremost defenseless or the penniless community can be in avoidance whereas determination predisposition exists. The accessibility, ease of work, communities in lesser conflicts, congenial etc. may be a few of the choice inclinations, which can donate control over community advancement to non-relevant communities.

Some others critics argue that communities are themselves heterogeneous, and that despite claims of a participatory process, community development projects are often captured by village elites, and in the end, provide little more space for participation by women or marginal groups than standard projects do. Critics also maintain that either a government's willingness to transfer resources directly to communities does not automatically translate into more trust in government or to pressure for other domains of government to become more accountable and responsive to community needs (Wong and Guggenheim 2018).

Though community development would promote trust among people and stakeholders, improve the intellectual capacity of community representatives, and can conquer the interest of both local and abroad partners, this study argued with the negative critics since community development faces difficulty in balancing service delivery, unable to catch enough people's commitment, and its long awaiting process. Therefore, this study will bring empirical evidence about these critics.

2.6. Community Development in Ethiopia

Community development may be a most later development approach in Ethiopia. Beginning from provincial to urban, inaccessible to central regions of the nation, most improvement assistances these days select community improvement as an approach to execute advancement ventures. Concurring to Tadele et al. (2016) an assortment of development agencies counting nearby government, community-based organizations; academicians, NGOS both neighborhood and worldwide have contributed for the advancement of community development in Ethiopia.

Within the past decades, different studies have examined a number of community development projects in Ethiopia. Chronologically, (Tecele 1974 cited in Tadele et al. 2016) evaluated the provincial development programs in Ethiopia. The study uncovered that Haile Selassie's

government has actualized an “integrated rustic development” Programs to be specific Chilalo Agrarian Advancement Unit (CADU), Wollayta Agrarian Advancement Unit (WADU), and the Least Bundle Program (MPP) in Arsi, Wollayta, and distinctive parts of the nation separately. The goal of these projects was to develop agricultural extension, credit, and marketing that would inspire participation of the target population in making decisions in the formation of cooperative societies and mechanized farming. While some success has achieved towards small farmer development, peasant participation was generally low, the required material and financial inputs could not have sustained, and the necessary managerial capacity for cooperative framing could not achieved.

After the collapse of the Haile Selassie administration, by transforming land proprietorship, foundation of laborer affiliations, and cooperatives, the military Derg government has actualized diverse programs (Aredo 1993 cited in Tadele et al. 2016) which incorporates wellbeing, education, resettlement and nourishment for work. Among these interventions, agreeing to (Kenea 2014), the education program impacts essentially on the change of education level amid the Derg period, when school appearance got to be compulsory for all individuals over the age of eight. In any case, as Kenea encourage talked about, the inconvenience of inflexible educational programs defined for political reasons and missing adaptability and versatility instruments for effective application totally different social settings, the program has fizzled to succeed drawn out.

Then after, the current Ethiopian government has been operating different projects for the last 3 decades. Most of the projects have implemented in partnership with international and transnational organizations and largely with donor funding. For instance, according to (World Bank Report 104210-ET 2016), the World Bank has approved and implemented a 15-year project that started on 2003 and ended at 2018 which entitled as ‘Pastoralist Community Development Program (PCDP)’ in the communities of Afar, Somali, Oromia, Amhara, Tigray, and SNNP regions. The project envisaged improving the livelihoods of pastoralists on a sustainable basis while reducing their vulnerability to the climatic shocks they have been experiencing with increasing regularity in recent years. The underlying approach was to provide basic essential social services to pastoral communities, help with diversification of income-generation activities, provide early warning of impending disasters to allow ameliorative

measures to implement, and promote infrastructure and related investments to help cope with disasters.

Contextually, the PCDP has designed based on the concept of community-driven development. This was the first time the approach has attempted in Ethiopia, with its emphasis on the importance of decentralization and community empowerment. Throughout its three phases: Phase I (2003-2008), Phase II (2008-2013), and Phase III (2013-2018), with a total budget of \$408.9 million the project supports 600,000, 1,300,000, and 2,600,000 populations who live in 32, 55, and 113 *Woredas* respectively. PCDP mainly set up the community-driven approach within the government's decentralization plan, allocating increased authority and responsibility and the relevant mechanisms to the *Woreda* levels, and operating within the regional government structure (World Bank Report 104210-ET 2016). The aim of this was to enable local communities to identify, design, and implement community-driven micro-projects that reflected their development priorities. This means that the project gave attention to the needs of community residents. However, the project did not succeed in the first phase. There were a number of shortcomings, such as a poorly designed income-generating subcomponent and a lack of a clear link between project interventions and the objective of promoting sustainable livelihoods. In its second phase, by doing some adjustments the project results satisfactory outcome.

Therefore, the above literatures investigate community development projects that have implemented by state government, NGOs, community associations, and professionals. The studies show the strength and limitations of each project, and how each individual project implemented in its respective locality. However, this evidence is available, but this does not overwhelmingly analyze each development project with the context of community development process. In other words, some of the studies show only community participation in the implementation phases of each project, while organizing, problem identification, planning, monitoring and evaluation have done exclusively by the development agencies. In addition, local people's reaction towards the project has misplaced. Further, since most of the projects have executed on rural and small-scale community setting, studies have failed to understand the impact of community development project on peoples who live in large-scale community setting.

In general, a large body of studies suggests that community development is essential for harnessing people's attention, commitment, and enrollment in the process of development projects, yet some evidences have largely derived from small-scale studies and hence might not be a customized feature for studies in large-scale community setting. However, this study argued that community development could understand as a progression of community residents from exclusion to participation that depends on their commitment, eagerness, and passion. Since, community development process is one way or another tough, time consuming, and inflated, most of the time, community residents are become bored with and more concerned with their own daily tasks. Further, by any means, community development can be all of the above things and more, but it requires at least the following elements:

- ✓ Great attention to the needs and desires of the people involved and to the contexts where they live and work
- ✓ Control by community members including women, youth, PWDs, children, and elders, who become active participants
- ✓ The concept of inside-out driven, which is vitally important to the community development process
- ✓ Longitudinal commitments and efforts

These elements are important because it transform sense of ownership, accountability, proactive commitment, and an “inside-out” community development approach in which community members not only have a part, but also become engage and invested in the entire process of making changes that will ultimately benefit their community and its future. Thus, this particular case study has deeply assessed two development projects run by SOSCVI and LEDCA in Woreda 11 of Kolfe Keranyo Sub city based on the conceptual framework of community development process.

CHAPTER THREE

3. RESEARCH METHODS

This section briefs about the method used to conduct this study. It describes research designs, participants, methods of data collection, data analysis, and ethical issues considered in the process of the study.

A qualitative research method has been employed in order to collect data relevant to the study objectives. This is an excellent method to explore many data for use in this research. Qualitative method has helped the researcher to employ diverse data gathering methods including in-depth interviews, key informant interviews, focus group discussions, and tele-conversation. The methods have also allowed to capture the emic perspective of informants participated in the study and generate findings that would inform community development programs and activities.

3.1. Research Design

Among many other qualitative research methodologies, case study research design becomes ideal to look at the specific development projects in the study area. According to Bhattacharjee (2012), the term case study generally refers to an intensive analysis of a single unit such as a person, a small group of people, or organization. Case studies involve assessing what is there and how it got there. In this sense, it is historical. It can allow the researcher to explore, unravel and understand problems, issues and relationships. It is an empirical inquiry that examines a contemporary occurrence within its real-life context; when the boundaries between phenomenon and context are not evident; and in which multiple sources of evidence are used (Bhattacharjee 2012). Further, according to Simons cited on Mohajan (2018:33), "Case study is an in-depth exploration from multiple perspectives of the complexity and uniqueness of a particular project, policy, institution, program or system in a real life". The case study design in this case stayed useful in examining the present situation of development practices as implemented by SOSCV and LEDCA in *Woreda* 11 of K/KSC.

3.2. Study Area and Study Organizations

3.2.1. Study Area

Addis Ababa is the capital city of Ethiopia. According to the 2007 census report, the population of the city was 3,384,569 (CSA 2007). However, it has believed that this number was inaccurate when record and underestimated the city's population. According to the World Population Review 2020, the city has through a robust annual growth rate of 4.4%, and population counts as are growing closer to 4, 592,000. This city holds 527 square kilometers. The population density has estimated to be near 5,165 individuals per square kilometer (N.A).As regards to administrative system, Addis Ababa is a chartered city and as such,considered as both a city and a regional state. The city has 10 sub cities and among all, KolfeKeranyo Sub City is one of the largest shareholders of Addis Ababa's total surface area, and it is located in the western part of the Capital.

As of the data retrieved from Addis Ababa City Administration official website, the population of KolfeKeranyo Sub City is 546,219 (220,859 males and 235,360 females). The population density per square kilometer is 7,448.5. The sub city has 15 *Woreda* structures. The study area is located in *Woreda* 11 situated on the western corner of the sub city. The population of *Woreda* 11 is 27,000 (N.A). The target area has selected purposively based on the following reasons. Researcher's familiarity with the community development projects was the first reason. The second reason was the fact that the accessibility of the study site has allowed to get deeper understanding of the issues through frequent personal observation of the various activities, and interview different individuals and members of various committees during the fieldwork.

3.2.2. Study Organizations

3.2.2.1 SOS Children's Villages Ethiopia

SOS Children's Villages Ethiopia (SOSCVE) is an international, non- governmental, child focused development organization, which is mainly involved in addressing the needs and rights of children who are at risk of losing the care of their families and those without parental care through alternative care, education and training program, emergency response program, family and community development program, and health program. SOSCVE starts its operation in

Ethiopia during the years of the catastrophic drought i.e. 1974. Currently, SOSCVE works in Mekalle, Hawassa, Harar, Addis Ababa, Gode, Bahirdar, and Jimma. SOSCVE Addis Ababa has opened in 1981 in the residential district of the South West of Addis, in Nifas Silk Lafto Sub city. There are two main programs: The Alternative Child Care Program, and Family Strengthening Program. The Family and Community Development project operates in Woreda 11 of Kolfe Keranyo sub city (<http://www.soscve.gov.et>).

3.2.2.2. Lewegen Derash Charity Association

Lewegen Derash Charity Association (LEDCA) is a grass-root community-based organization established under the legal law of Ethiopian government as Ethiopian resident's charity association in 2016. LEDCA envision a healthy and protective local environment for better child development and lovely family life. It dedicated to improve the health, educational attainment, human welfare, and opportunities for children in need, disadvantaged women, elders who are at risk of care and protection, and families. LEDCA located at Woreda 11 of Kolfe Keranyo sub city, Addis Ababa.

3.3. Methods of Data Collection

An important component of the research is data collection methods. Thus, multiple data collection methods have been employed to gather field data. The following sections outline brief descriptions of each method.

3.3.1 In-depth interviews

Most data used in the study are obtained from In-depth interviews. In-depth interviews are vital method, which used to utilize in the case study that helps to indicate the process of community development. The method provides an opportunity to capture information, perception and attitudes of study participants towards development projects under the target area as well as its impact from the interviewee's point of view or situation. In addition, the interview has involved open-ended questions and problems wherever necessary to obtain data deemed useful regarding to SOSCVE's and LEDCA's project influence on the lives of the local people. Therefore, the researcher has conducted a detailed interview with twelve adult project beneficiaries and six child beneficiaries based on accidental random sampling, and by a purposive

sampling, detailed interview with two community volunteers and two CBO members have been conducted. The reason behind using a limited sample size was because the individuals who were willing to participate in the study found to be limited.

3.3.2. Telephone Conversation

Telephone conversation has taken along as a method of conducting additional KIIs, and in-depth interviews with four CBO executive representatives, two CBO members, two LEDCA executives, one Woreda 11 official, three SOSCV staff, three child beneficiaries, and two adult beneficiaries. Participants included under this method were selected purposively in order to find out additional and missing information especially on the issue of community development process, local people's reaction, and impacts of community development projects on target beneficiaries as well as community residents. The reason behind employing KIIs and in-depth interview via a telephone conversation was covid-19. It has hampered face-to-face interaction with study participants.

3.3.3 Focus Group Discussion

Focus Group Discussions (FGD) participants have been asked questions in an interactive setting and were encouraged to discuss thoughts freely with other participants. The open and free discussions typically generate ideas and could provide information for the study. In the context of this study, FGD has been used to answer what is the limitation and what is the merit of community development projects in the context of the study area, to examine the impact and sustainability of the community development projects, which might have omitted while conducting in-depth interviews with individual respondents. Further, it permits richness and flexibility throughout the collection of data to generate an opportunity to gather information from the group interaction that will help to gain additional inputs for the study. Therefore, three FGDs have taken place with 18 participants (6 in each FGD) including community members, government and non-governmental organizations officials, and direct beneficiaries of community development in indifferent groups with considering power relation.

3.3.4 Key Informant Interviews

Key Informant Interviews (KIIs) has been carried out with purposively selected individuals having ample understanding of how SOSCVI and LEDCA development projects have localized in the study area, and how it goes with respect of the community development process. Such interviews were helpful to collect information from a wide range of people. In this particular assessment, however, 15 key informant interviews have been conducted with seven females and eight male informants from CBOs executives, LEDCA Executives, SOSCVI project staffs, and *Woreda* 11 government officials.

3.3.5 Observation

Since the researcher has worked as a project volunteer and full-time worker from the beginning of both projects, there was a chance to observe and examine each project progress in line with the community development process until his resignation on August 2019. However, the researcher has gone back to the area in order to take a case study with respect of the study's aim. Therefore, observations have taken while conducting field data collection.

In this context, the researcher had a chance to notice some sort of project activities accidentally including life skill training, entrepreneurship & business skill trainings, capacity building trainings, which provided for children, caregivers, and community representatives respectively. Fund-raising program, meetings, and service deliveries (scholastic material, loan service, and medical services) have also observed purposively. As a result, the researcher was curious to understand the features of SOSCVI and LEDCA development projects. In addition, the researcher has visited three beneficiary family houses and two CBO offices purposively. Photographs of events, sessions, and programs have also watched. Therefore, the study acquired additional information to examine the impact and result of each projects on the lives of community residents.

3.3.6 Document review

The study has also employed document review method in order to search missing information about local people's role in the process of both projects and to assess the merit and limitation of SOSCVI and LEDCA development projects in the context of *Woreda* 11 community of K/KSC,

Addis Ababa. Thus, the study has deeply investigated different documents including SOSCVI and LEDCA project documents, organizational statistics, annual reports, minutes, partnership documents, letters, and service distribution lists. Further, family development plans and initial assessments have also examined to understand do the service deliveries meet with the needs of project beneficiaries.

3.4. Methods of Data Analysis

Since the data are qualitative and non-numeric, the study used qualitative data analysis to interpret and analyze data that have collected by using in-depth interview, key informant interviews, telecon-versation, FGD, document review and observation. Therefore, based on the narratives made by study participants, activities performed under both projects categorized sequentially and significances with respect of the community development process, impact, and sustainability. The researcher documented each data during fieldwork, and then categorized each data into concepts. The study has also identified the relationships of the data to show how one process may influence another. Besides the obtained data, the study search negative cases in order to endowed results with alternative explanations. Finally, major findings have presented.

3.5. Ethical Consideration

Professional and research ethical values of this research were fully recognized and assured. The ethical clearance letter has given from Addis Ababa University College of Social Sciences, Department of Social Anthropology.

All participants in this study participated willingly and the purpose of the study has been explained to them. Conducting interview, document analysis, application of tape recorder and other necessary instruments have taken only after getting consent of the participants. Caregivers and guardians have consulted in order to take interview with child participants. Moreover, issues of confidentiality, anonymity and privacy have communicated as well.

CHAPTER FOUR

4. DATA PRESENTATION, RESULT AND DISCUSSION

This Chapter is about data presentation and discussion. It is divided into five parts. The first part deals with study participant's background information. The second part analyzes the community development process of each project by describing SOSCVE's and LEDCA's. The third one examines how the local community reacts to each community development project whereas the fourth part assesses the merit and limitations of the community development projects in the local context. Finally, in the fifth and sixth section impact and sustainability of the community development projects on the local community have been analyzed.

4.1. Background of the Study Participant's

Apart from project beneficiary participants who enrolled in in-depth interview, other study participants who have participated in KIIs, tele-conversation, and FGDs have selected based on snowball and purposive sampling. Project beneficiaries that have participated in in-depth interview have selected based on accidental random sampling technique. In general, study subjects have selected because of their familiarity in the development activities, permanency in the target area, and consideration of their direct and indirect contact with the projects in the study area. Furthermore, the key informants, telephone conversation respondents, and FGD 1 and 2 participants were members and representatives of community-based organizations, *Woreda 11* officials, LEDCA executives & staff, and SOSCVE project staff. In addition, the researcher has conducted a purposive observation of three project-beneficiary family houses.

In total, 55 individuals have participated in the study. From which, seventeen individuals were from community-based organizations (10M & 7F), fifteen individuals from LEDCA, SOSCVE, and *Woreda 11* (7M & 8F), fifteen adult project beneficiaries (4M & 11F), six child beneficiaries (3M & 3F), and two female community volunteers.

The following tables show study participant community representative's, *Woreda 11* and SOSCVE *Philipos* area FCDP project Staff's, and project beneficiary caregiver's and child beneficiary's background respectively. Note that pseudonyms have been used for ethical reason.

4.2. Project Descriptions of SOS Children’s Villages Ethiopia and LewegenDerash Charity Association: In the context of Community Development Process

This section outlines and discusses the main findings with respect to specific objective one. It starts from the description of each projects, and present results obtained from multiple data sources for this particular objective.

4.2.1. Project Description of SOS Children’s Villages Ethiopia

SOSCVE has implemented ‘Family and Community Strengthening project (FCDP)’ at *Philipos* Area in *Woreda* 11 of KolfeKeranyo Sub-city, in two phases. The first phase started on March 2014 and went until December 2016, whereas the second phase executed from 2017 to 2019. The project has utilized 4,939,292.00. The project overall objective was “Contributing to the prevention of child abandonment and neglect by strengthening sustainable community-driven responses for 600 children who are at risk of losing parental care in *Woreda* 11 of Keranyo Sub-city, Addis Ababa City Administration” (SOSCVE FCDP terminal evaluation report 2020).

Accordingly, the project has had four different specific objectives and these were:

1. Maintain strategic partnership and network of social support structures with CBOs, Schools, clubs, private sectors, individuals and relevant gov’t offices for community driven resources
2. Improve the capacity and commitment CBOs, SACCOs, schools, clubs, private sectors and Individuals and relevant government offices to enable them respond to situations of vulnerable children.
3. Improve the survival and development of 600 vulnerable children in *Woreda* 11 of Keranyo Sub-city by addressing their basic essential needs through partnership with CBOs, other CSOs and relevant government offices.
4. Financial, institutional and implementation capacity of the SACCOs to provide effective and sustainable saving and credit services to vulnerable families strengthened.

Towards achieving the above specific objectives and overall objective, SOSCVE implement various project activities to transform the lives of local community residents. The following table presents list of activities that have performed by the project.

Table 1: *List of FCDP activities*

S.No	Type of Activity	Target Beneficiaries	Time Period
I	Essential service delivery	Children and their families	2014 to 2018
	Scholastic material support	School going children	2014 to 2016
	Tutorial class support	School going children	2014 to 2016
	Food parcel support, Health support and renovation of Dilapidated houses	Children and caregivers	2014 to 2016
II	Psycho-social support	Children and primary caregivers	2014 to 2016
	life skill training, parental skill training	children above the age of 13 and caregivers	2015 to 2016
III	Family Capacity Building	primary caregivers and families	2015 to 2019
	Provision of Entrepreneurship and Business skill trainings	Caregivers	2015 to 2017
	Provision of vocational skill trainings	primary caregivers	2015 to 2017
	IGA support	Primary caregivers	2015 to 2019
	Empowerment of social capital	Families	2016 to 2017
	Community Capacity Building	CBO representatives, KIP Organizations, staffs, and community volunteers	2014 to 2019
IV	Provision of capacity building trainings	CBO representatives, KIP Organizations, staffs, and community volunteers	2014 to 2018
	Facilitation of experience sharing visits	CBO representatives, KIP Organizations, staffs, and community volunteers	2014 to 2018
	Support the establishment of community based associations	KIPs, community members	2015 to 2016
	Establish saving and credit association	Project beneficiaries, community members	2015 to 2016
	Support of office materials, and equipping man power	KIPs, Community members	2016 to 2017
	Provide project grants	KIPs, community members	2016 to 2019

Source: *SOSCVF Family and Community Development Project Document (2014)*

From the short review above, key findings emerge to understand the SOSCVF's project in line with community development process.

4.2.1.1. Participatory Organizing

By carefully examining the data, it has found that SOSCVF come with the project concept to work with existing local organizations. This evidence has supported by the FCDP coordinator statement as follow:

Based on the baseline survey conducted by an external consultant, we develop FCDP design, budget and implementation plan. After completing the paper works, I came to visit the project location (i.e. Philipos area of Woreda 11) and discussed with Woreda 11 administration Women & Childrens Affairs Office Head. The head of the W&CAO and I agreed to have a meeting with community representatives in one of the consecutive days. After 3 days of waiting, the meeting has facilitated and held with community representatives. In the meantime, I brief FCDP project goal, activities, and expected outcomes for the attendants. I have also asked them if any of each community-based organization in the locality has interested to work with SOSCVVE for the implementation of FCDP.

This fact has supported by the findings from another Key Informant Interview. For instance, Mr. Bizuneh Daniel noted below:

I remember that, once upon a day five years ago, we Idir executives have called up on a meeting at Woreda 11 administration hall... there were 24 attendants including local Woreda administrative officials, Idirs' representatives, and community volunteers. The meeting agenda has introduced by Woreda 11 administration women and childrens affairs office head, and then one of SOS Children's Villages higher official came to the stage and introduced us the details of the agenda. The agenda was implementing family strengthening project and call for community-based organizations like our Idirs' contribution throughout the implementation of the project.

Having these responses from SOSCVVE and community representative, further investigation of data from Woreda 11 administrative office has been made. Mrs. YewubdarAlemu who is the current head of Woreda 11 administration stated the following:

It was our first experience to hold a meeting with SOSCVVE by that time. As the project coordinator sought an established community-based organizations or other social system in the locality for the effective partnership of its project, we suggest Yetebaberut Idir,

SelamBerIdir, FetinoDerashIdir, and Shola-Minch Idiras a potential community-based organization that could work with.

These evidences have illustrated two things: first, SOSCVÉ's eagerness to work in collaboration with grass-root community organizations. Second, SOSCVÉ was looking out existing community-based organizations for the implementation of FCDP since it saves time and money instead of organizing new community system.

Therefore, as it has evidenced by MoU, ToRs, and bilateral agreements, SOSCVÉ has signed a partnership agreement with SelamBerIdir, and FetinoDerashIdir each to facilitate FCDP in the locality. Accordingly, Mrs. AbebaHagos from SOSCVÉ revealed that:

SOSCVÉ's family and community development project has guided by the logic: 'Community Empowerment to Family Empowerment, Family Empowerment to Child Empowerment'. Thus, the project starts its intervention by assessing the capacity of local community-based organizations including Idiras, Affochas, religious institutions, schools, and government sectors. Among the 22 Idiras and Affochas in the locality, SelamBerIdir and FetinoDerashIdir have identified as capable CBOs to shoulder community empowerment program with SOSCVÉ.

The above data has evidenced by Mr. Awol Abduwhen he stated that, "As SelamBerIdir representative, I was wondering in deciding to work with SOSCVÉ for the improvement of our community members. My Idir has agreed to work with FCDP and to contribute its own effort in the project." Similarly, respondent from FetinoDerashIdir i.e. Mrs. DemekechTekabe indicated the following:

In one of our Idir's monthly meeting, Idir executives informed us FetinoDerashIdir has established partnership with an organization called SOS to work together for supporting vulnerable children in our locality. Most of us appreciate the news and applaud for Idir executives who did such commitments. This is because, by that time what most of us were thinking was that SOSCVÉ come to us in order to help Idir members.

However, data from Key informant interview of SOSCVÉ staff, minutes, and project annual reports, points to the contrary conception. This is because SOSCVÉ shifts its concern to

establish a new form of community support association. Mr. NigusuKebede narrates the succeeding statement:

Since we thought that working with Idir as it is might result a conflict of interests in the future, we turn our direction to work with a neutral association that composed of representatives from both FetinoDerashIdir and SelamBerIdir. As a result, we support both Idirs to establish a coalition that would take responsibilities of shouldering FCDP activities gradually.

In this regard, SOSCV E has driven to develop a multi-tasking organization that would take projects, and programs beyond previous forms of Idir activities that is mostly caring and supporting community members during the time of grieve and disasters. As a result, as it has evidenced by program reports, and proceeding minutes, by dealing with both Idir executives, a new form of community-based organization has established.

Mrs. AkliluHabtamu depicts:

Based on the recommendation from SOSCV E, both of us (SelamBerIdir and FetinoDerashIdir executives) decided to establish a community support organization. Since the goal of this new form of organization was to contribute for the improvement of the lives of vulnerable children, disadvantaged women, and elders at risk who live in our locality, we gave a name for the organization i.e. LewegenDerash Charity Association (LEDCA).

In general, as evidenced above, community participation has assured throughout the community organizing process of SOSCV E's Family and Community Development Project. Therefore, this fact is supported by the finding (Kahn 1991 cited in Green 2007) that community organizing is a way to work together in order to solve a common problem. However, the project has initiated by SOSCV E.

4.2.1.2. Participatory Visioning

The data from KIIs, FGDs, and IDIs, indicated the following.

SOSCV E empowers the local community to establish a community support organization and to set a vision to it. Mr. Belete Belay designates as follow:

While we set to establish LewegenDerash Charity Association, we have also drafted and amended organizational vision, mission, and goal based on our mutual consensus and reached agreement. The vision statement was 'Creating a protective environment for children', where the mission was 'contributing in the development process of improving the lives of children, women, elders at risk', and the goal was 'to provide care and protection, and to assure the educational attainment, human welfare, and well-beings of children in need, families and elders in the society'.

According to Mr. BizuayehuMehari, organizational vision, mission and goal statements have drafted and amended by Idir executives by themselves without the interference of SOSCV. Mr. Shone Degefa also supports this as illustrated below:

The process how we set vision and mission statements come to my mind. Yah, surely, I remember that session. All of Idir executives attended the session held in the compound of SelamBerIdir. All of us raise different ideas and statements as a priority, alternative and secondary choices for visioning. Therefore, by distinguishing similar and different ideas, we have selected and amended our organizational vision based on 50+1 rule.

SOSCV annual report of 2015 evidenced the above idea. As the report, represents SOSCV enabled its KIP i.e. LEDCA to set organizational vision. However, some respondents explain some contradictions. Mrs. Mulatwa Moshe noted the following:

Our role in visioning was not systematic. Although we have participated in goal setting and amendment of vision statements, we did not conduct preliminary assessments that could reveal major issues in our locality that could guides us to give attention and focus. While we could not do this, our stated vision would not be functional and might mislead into wrong planning and execution of activities.

Mrs. Mutushe also supports this fact when she stated, "Only Idir executives set the organizational visions exclusively. Other professionals, experts, and individuals including those who have different resources and the needy ones were not under consideration or they did not

participate in the process.” This story is supported by the evidence (Wong and Guggenheim 2010) through which the author states communities are themselves heterogeneous, and that despite claims of participatory process, some community development process might have dominated by elite groups by providing little space for women and PWDs.

Therefore, even though FCDP opens the door for Idir officials in order to explicit their core values, they have identified visions of their future without wider public participation.

4.2.1.3. Participatory Planning

FGD,KIIs, and document reviews results that different activities have performed in order to equip the community-based organization i.e. LEDCA with organizational capacity and resources.Among other things, planning a set of action, designing projects, proposing grant and resource mobilization plans, and preparing budget and financial plans were the major activities facilitated by SOSCVE through its FCDP. The following table presents a set of planning activities performed by FCDP.

Table 2:*List of planning activities performed under FCDP*

S. No	Type of Planning Activity	Activity Initiated By	Activity Performed By
1	Project Proposal	FCDP	LEDCA & FCDP
2	Budget plan	FCDP	LEDCA
3	Strategic Plan	FCDP	LEDCA & FCDP
4	Grant Proposals	LEDCA	LEDCA
5	Service Delivery Manual	FCDP	FCDP
6	Financial Manual	FCDP	FCDP & LEDCA
7	Resource Mobilization Plan	FCDP	FCDP & LEDCA
8	Reporting, Monitoring and Evaluation plan	FCDP	FCDP & LEDCA
9	IGA Business plan	FCDP	LEDCA
10	Partnership plan	FCDP	FCDP

Source: *Summary of annual program reports of SOSCVE (2016 to 2019)*

Activities displayed on the table above have justified by telephone conversations and focus group discussions. Mrs. LetegebrielAdmasunoted that, “With a technical assistance of FCDP staff, we have participated in developing our own project proposal, which is currently running by LEDCA. In addition, we are also engaged in the preparation of grant proposals and business plans.” Similarly, Miss LiyaTeshale expressed her view by saying the following,

FCDP has encouraged us to involve in every process of planning. This enabled us to manage our activities based on plan of action. Additionally, it helps us to make our organization more functional and structural. Since we could able to design and formulate different activities, we filled with more organizational commitments and passion. Further, through it, we become more responsible and accountable.

In some other way, as Mr. HunanteMulu statement,

Meanwhile community representatives especially Idir executives become more engaged in planning and designing different activities, there is still a gap in engaging other community residents and professional experts. The reason for this is due to a limited effort and commitments to invite other community members, giving-up of negative feedback from some individuals in the community, or people’s lack of interest. FCDPprobably could show Idir executives how to promote their initiation in the locality?

Community residents who are out of Idir membership were not involved in the process of planning. This point has well elaborated by Mrs. LekieGonfa as follow:

We all know that, FCDP needs greater attention and involvement of local community but the advocacy and transmission of project idea has not passed to the wider public. Even majority of Idir members have not contacted if they have something to add or attend the planning process. Therefore, the project concept that has designed with the involvement of a limited portion of the community i.e. Idir executives, could not catch greater attention among the public.

4.2.1.4. Participatory Implementation and Evaluation

Based on the data gained from multiple data sources including KIIs, FGDs, and IDIs, the local communities have engaged more in the implementation and evaluation process of FCDP. This evidence supports the use of (Green and Haines 2008) the notion, that some people transform to the implementation step and participates more than other steps in the community development process. However, the following table shows local people’s participation role in the process of FCDP.

Table 3: List of FCDP Project activities in which local people participates

S.No	Activity	Activity Performed by	Type of community contribution
1	Beneficiary Selection	Idir representatives and Woreda 11 Office	Place responsible community representative to execute identification of beneficiaries on behalf of Idirs
2	Conduct FDP and IAs	FCDP staff and CV	Place community volunteers to show the family houses of project beneficiaries
3	Essential Service delivery	FCDP and LEDCA	Facilitate a conducive working environment for the process of service delivery, Place community volunteers to in between of FCDP and project beneficiaries
4	Family capacity building	FCDP and LEDCA	Facilitate training hall, attend trainings, experience sharing visits, and share the experiences for other community members
5	Psycho-social Support	FCDP and LEDCA	Facilitate training hall, recruit training participant children, and caregivers
6	Community capacity building	FCDP and LEDCA	Facilitate training hall, attend trainings, recommend potential stakeholders
7	Monitoring and Evaluation	FCDP and LEDCA	Attend bi-annual monitoring sessions, and evaluation report session

As it has presented above in table 3, community representatives have got involved throughout the implementation process of FCDP in different ways. Mrs. KasechTadele exposed that:

Most of us have participated in the delivery of essential services especially on the time of scholastic material support, renovation of dilapidated family houses, and tutorial class deliveries. Further, we have also participated in the provision of different capacity building trainings and experience sharing events. Yet, we have had a limited contribution in these activities not more facilitation.

Likely, Mr. Abate Fekedenoted, “SelamBerIdirexecutives and its members contributed a lot and participates much greater in FCDP project execution.” When he elaborated his statement further, he said the following:

Starting from permitting an area in its owned compound for FCDP to build office, SelamBerIdir executives passionately involves throughout the implementation process of the project. They did not only give an office land, but they have also engaged on the process of community advocacy programs, stakeholder analysis, and suggestion of other like-minded community associations who are vibrant throughout the locality. In this regard, SelamBerIdir has convinced Noterdam Primary school to provide water and electric utility for FCDP without any cost.

In between these facts, another respondent from IDIs, Mrs. FelekechAzene presents that:

Of course, through LEDCA, we execute service deliveries for vulnerable children and their families. To do so, in addition to the grants that we have received from FCDP, we mobilize different resources from the local community and Idir members. Thus, provision of educational materials including stationary materials, school uniforms, and tutorial class were the main activities that we have delivered to the project beneficiaries. In this case, we can say, we have much involved and engaged in the implementation of project activities parallel with FCDP.

Likely, with the implementation of the project, FCDP has monitor, review, and evaluate the project progress with a participation of community representatives. This is evident in monitoring and evaluation reports of FCDP.

4.2.2. Project Description of LewegenDerashCharity Association

As it has presented on the above pages, LEDCA is a community-based organization established by a coalition of two Idirs (SelamBerIdir and FetinoDerashIdir) under the facilitation role of SOSOCVE'S FCDP. Based on the data retrieved from LEDCA's organizational document, with a total budget of 1,825,000 birr, LEDCA is currently working on a project called 'Family Capacity Development for Sustainable Child Development' in KolfeKeranyo Sub City of Addis Ababa City Administration started from August 2016 to present. The overall objective of the project is to contribute for the improvement of access and educational performance of vulnerable children through family economic empowerment in the target area(LEDCA annual report 2019).

In general, the LEDCA Family Strengthening for Sustainable Child Development Project (FSSCDP) has the following broad objectives:

- (1) To ensure that children have access to essential services
- (2) To ensure that participating families have the capacity to protect and care for their children
- (3) To ensure that communities have the capacity to respond effectively to children at risk of abandonment

In line with the broad objectives, the specific objectives of the project are:

- (1) To ensure that children have access to:
 - Food and nutrition
 - Educational support
 - Improved living conditions
- (2) To ensure that caregivers receive:
 - Capacity building trainings and supports
 - Health support
 - Psychosocial support
- (3) To make sure that community structures are available

Currently the project is supporting 238 children and 156 caregivers (see annex vii) in the area. The major project activities are essential service delivery (food parcel, medical fees repayment, provision of educational materials); Awareness raising programs; Family capacity building (including organizing, facilitating, and provision of entrepreneurship, business skill, vocational, parental skill trainings); Encourage the participation of other stakeholders, local CBOs, and local government through establishment of Child focused network. The following table presents number of project participants under the support of LEDCA's FSSCDP:

However, in order to understand how LEDCA's FSSCDP operates in the context of community development process, we need to see the level of people's participation throughout the entire process of the project.

4.2.1.1. Participatory Organizing

The data that have obtained from FGDs and KIIs evidenced FSSCDP has mobilizes people who live in the locality. In order to strengthen the organizational capacity, LEDCA has tried its effort to engage community members in the organizing process of FSSCDP. Accordingly, Mr. Bizuneh stated as follow:

Because of SOSCV's capacity building trainings and technical assistances, we have established and structured FSSCDP as well as LEDCA itself. The first thing we have done was that, legalization of LEDCA. At that moment, we involve representatives of both FetinoDerashIdir and SelamBerIdir to get their recommendations in the organizing process. Of course, they have participated! We have assigned most of them with some responsibilities. These responsibilities were assessment of other like-minded organizational structure, collect information about the process of organizing according to the law of the country, draft appropriate organizational names, prepare project proposal, adopt and draft organizational bi-law. Consequently, after having these information and necessary inputs, we have assigned a name for our organization, prepared organizational bi-law, and we have also developed a 3-year project proposal i.e. FSSCDP. Then after, by prepare a constitutional letter that was signed by all representatives of FetinoDerashIdir and SelamBerIdir, we have submitted our request to FCHSA.

The above response has found factual during the assessment of LEDCA's organizational memo and minute. To make it more evident, key informant Mr. TekedaBashanarrates the following:

Legalizing LEDCA was a long process. To be honest, some of us have fed up with its tough complications. The reason for the complication was, almost all of us (Idir executives) have had not any prior experience of organizing a formal association. However, we do have participated to the best of our knowledge. We have been asking some inputs from other people in our Idir membership who do have better knowledge and academic performance, and we have been searching the missing information from everywhere as we could. Finally, thanks to those individuals who contribute in some way or another, we have secured the legal license and registration certificate from the agency.

The General Manager of LEDCA has also shared the above justifications by adding additional evidences to describe local people's level of participation. She said that,

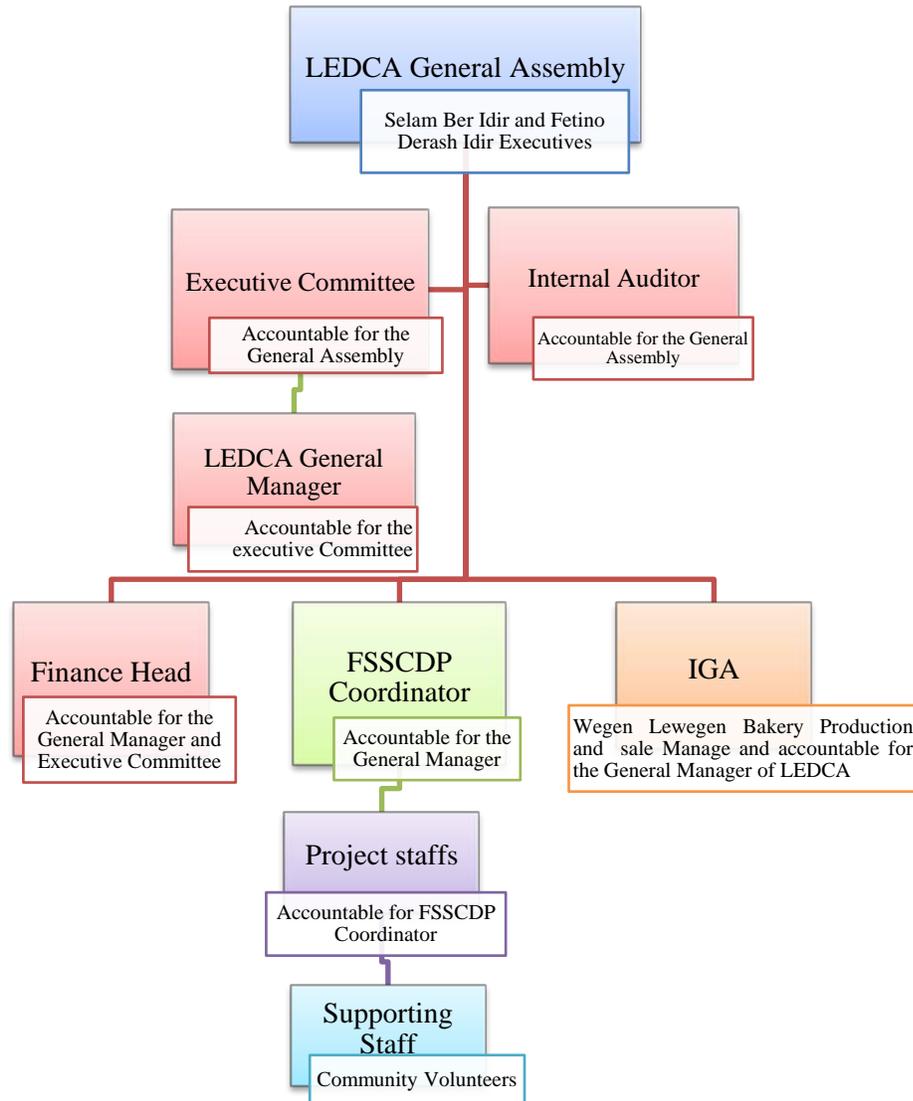
*Besides the organization and legalization process of LEDCA, community residents have also engaged in different forms of organizing process. For instance, more recently, LEDCA has established an IGA center i.e. **'WegenLewegen Bakery Production and Sale.'** In this process (establishment process), Idir executives, Idir representatives, Woreda 11 administration office respective officials, FDSACCO representatives, and community volunteers, SOSCVF FCDP staffs have engaged on behalf of the wider community. Some of these participated in showing directions, methods, and process where as others involved in building of production unit and set up of sale shop.*

In some way that challenges the above statement, a participant from FGD-Idiscussion expressed the following:

Although LEDCA executives brought a tremendous effort in coordinating Idir members and other community residents, yet youths have still far away from collaboration. This is not just the case of LEDCA, almost majority of CBOs in the locality have lead by elders. As a result, the organizing process takes a long way due to limitation of skill and creativity.

However, based on evidences that have obtained from in-depth interviewees, key informants, FGD, and secondary data sources i.e. annual reports of LEDCA, organizational bi-law, and proceeding reports, the following figure briefly describe the organizational structure of LEDCA.

Figure 2: *Organizational Structure of LEDCA*



Source: LEDCA Organizational Bi-law and constitutional documents

4.2.2.2. Participatory Visioning

The following evidences indicate how LEDCA's visioning process was looks like. To come up with factual findings, data that obtained from FGD, KIIs, and IDIs has summarized.

In the FGD, participants stated that the general assembly i.e. Idir executives of SelamBerIdir and FetinoDerashIdir have engaged more in setting vision and clarifying mission statements. However, other community residents as well as Idir members have excluded in the process of visioning since they are not a member of the general assembly.

Mrs. Yeshiemebet Yalem from LEDCA explains the above concept as below:

By that time, in order to have a registration license from ACSO as formal development organization, LEDCA have had to organize as a separate entity from Idir and related community-based association. Therefore, we ought to establish the general assembly by the representatives of SelamBer and FetinoDerashIdir. This was because, if we had all Idir members (i.e. about 650 populations) from both Idirs, we could not manage it. Thus, setting vision, goal, and mission remains the responsibility of the general assembly (i.e. Idirexecutives).

Accordingly, Mr. Bizuneh Daniel reported the following:

Elder's domination, unavailability of any disabled individual, limited number of women in the leadership role (i.e. 5 out of 18 executives), shortage of advanced manpower challenges the general assembly to do not set a strategic vision that include youths, women, disability individuals, and other social issues.

Further, Mrs. Letegebriel Admasu stated that:

Since the initiation of organizing LEDCA comes from FCDP project of SOSCVI, Idir executives were not that much worried about setting a distinguished and independent

strategic vision for LEDCA. That is why most people could not participate through the visioning process. However, with a limited participation, the general assembly has set a vision i.e. 'Creating a lovely environment for child development', that much with SOSCVÉ's FCDP objective.

4.2.2.3. Participatory Planning

In connection with organizing and visioning, study participants have asked about how LEDCA FSSCDP planning process held among the community and replied the following:

“Planning a set of actions has mostly performed by LEDCA professional staff, the role of executives and other community representatives was consultation and giving approvals,” said Mrs. Mulatwa Moshe. Related to this, Mr. Shone Degefaindicates,

LEDCA's family strengthening for sustainable project concept has derived from the idea of SOSCVÉ project. This was because; FCDP is the main donor for LEDCA. As a result, all activities under the project of FSSCDP designed based on the frame of FCDP. At that moment, LEDCA executives as could not add additional project idea since they had not the resource at hand. Therefore, they participate as a consultant and responsible body for approval of the project concept.

In the other side, FGD results show that even though FSSCDP has developed with a little participatory role of community representatives as well as LEDCA officials, with in the FSSCDP project, they have participated better especially in designing business plans for IGA, financial manual, resource mobilization plans, partnership plans, and service delivery manuals.

The following statement said by Mr. AkliluHabtamu explains well:

FSSCDP empower us to participate in designing and customizing different program and service guidelines including grant management, strategic plan, parental skill training manual, beneficiary selection rule, community volunteer management, reporting strategy, and M&E tool. As a result, it enabled us to follow and accomplish activities as per the plan and guidelines. Moreover, gradually, we become more responsible for our own organization and project.

To cross check the fact, data from document reviews paid for the analysis. Thus, as key informants and other respondents explained, yet the planning process need much involvement from the LEDCA executives as well as community representatives.

4.2.2.4. Participatory Implementation and Evaluation

Data gained from FGD-I & II, IDIs, KIIs, and project annual reports implies the FSSCDP project invited greater number of community members in the locality including individuals, corporates, private industries, CBOs, FBOs, associations, governmental organization offices, and NGOs, in order to have their participation throughout its implementation.

In line to this, as Mrs. Abebech Bekalu statement, SOSCV, LEDCA, and Woreda 11 administration office have signed a tripartite agreement to work together in the implementation of FSSCDP. Further, the agreement includes strengthening available child support network and creating additional community support network in the local area.

Mr. Nuredin Kemal declared the following:

Thanks to SOSCV that initiated the idea of the partnership! The tripartite treaty or the partnership has aimed to work together with Woreda 11 community throughout the implementation of FSSCDP. In the treaty, it has declared that LEDCA, Woreda 11 Administration Offices (including W&CAO, Trade Office, S&LAO, and Health Office), SOSCV, and other community-based organizations can work together via a referral linkage. To make it clear, for instance, if W&CAO found a vulnerable child that need educational or essential support, it can have sent it for LEDCA; and if LEDCA needs health support for its target beneficiaries, it can refer them to Woreda 11 health post. Therefore, according to this referral linkage, FSSCDP functions better by harnessing the involvement of community organizations in the local area.

Further, to explicit the role of Idirs and CBOs in the implementation of FSSCDP, Mr. Awol Abdu noted that:

As an Idir member and more of that as a member of LEDCA general assembly, I am still participating throughout the entire process of FSSCDP implementation by giving my time (for meeting, training, and auditory of activities), power relation (to mobilize different kind of resources from my social networks), labor, and monthly contribution of 10 birr. This is the reality of my colleagues here too.

The above descriptions have evidenced through monthly program and annual reports. As it has presented on the annual report of LEDCA (2019), 222 (151 F) project beneficiary caregivers and 241 (130 F) child beneficiaries have support via the referral linkage. The support includes free health services, entrepreneurship & business skill trainings, vocational skill trainings, Income generating support, educational materials, scholarships, and life skill trainings.

“But there is still a gap especially in involving other NGOs, Idirs, government organizations, and community member associations like youth associations, women associations, and professional associations,” said by Miss Haylat Abel. She added that,

In the locality, there are NGOs like World Vision, FikirLehitsanat, Tesfa Development Organization, Islamic Relief, and HIDA that are working in the area. However, they are not working with LEDCA. The reason for this would be, first, LEDCA have not tried too much to engage them in its FSSCDP project implementation, second, those NGOs especially FikirLehitsanat, Islamic Relief, and HIDA have not a specified office in the Woreda. The only trial has made by LEDCA executives was, discussing with World Vision Kolfe Project Officers, and Tesfa Development Association, at that moment, both organizations asked LEDCA to facilitate a repetitive discussion session. However, LEDCA could not do it yet.

Besides the implementation process, Mr. MisganawLencha expressed the reality with the evaluation process as he experienced. He presented the following:

FSSCDP performs better in involving community representatives to monitor, and review its activities. This has done through an established Project Management Team (PMT), and Child Support Network (CSN). The PMT has organized among the representatives of SOSCVF FCDP, LEDCA, and Woreda 11 administration units. It monitors activities performed during each month. The CSN has established by involving two representatives

from each Idirs (including but not limited to SelamBerIdir, FetinoDerashIdir, YetebaberutIdir, Yeshola Minch Idir, and TiteFerieIdir) Affochas, FBOs (Kale Hiowt church Quire), CBOs (YenegewTesfa Association), Woreda 11 administration units, Religious entities (St. Philipos Church), SOSCVE FSCDP and LEDCA. CSN meets quarterly to review project progress and challenges.

Event proceeding reports and monthly reports assures the above explanations. However, regarding to evaluation, there is no any secondary resource that describes how evaluation conducts. However, based on the responses of FGD-1 and 2, formal project evaluation has not conducted yet. Two years before, during an experience-sharing visit, SOSCVE insisted LEDCA officials to evaluate their project based on a structured evaluation tool prepared by SOSCVE FSSCDP. Yet, external evaluation has not performed.

In general, study participant has revealed that participating in the implementation process of FSSCDP contribute to scale up their skill, commitment, and courage. Some informants stated that, working in their own project has improved their sense of ownership, responsibility, accountability, and gives them proud.

Therefore, the local community via LEDCA has engaged in the community development process in a transforming role step by step as it described below.



4.3. Local Communities Reaction towards SOSCVE and LEDCA Development Projects

Understanding local community's reaction is important in order to analyze each development project's status whether it has implemented well or not. Therefore, study findings represent that most people in the study area understood the development projects implemented by SOSCVE and LEDCA as a specific program aimed at giving an immediate and emergency support to the

poor of the poorest community groups. Others view each project as a community centered development program.

To explain the above two interrelated but contradicted views, data evidenced from KIIs, IDIs, and FGDs presents below.

To begin from FGD-I discussion, participants revealed that most of them consider especially LEDCA's projects as a community-centered project by which local people take part in identifying their own problems, challenges, gaps, and led to find out solutions.

Study participants who see the development projects like above have asked about, what their role was, and Mr. TamruKetemahave replied,

We were eager to follow each process of FSSCDP i.e. LEDCA's project. Personally, I visit the LEDCA office three times per week. I chatted with the General Manager, project beneficiaries, children, and caregivers. The reason why I discuss with them was to understand did we really reach project beneficiaries; did LEDCA function well in providing services. Then, when I got positive feedbacks from the project beneficiaries, I felt proud of myself to found my role within the executive member of LEDCA.

Similarly, Mrs. TigistGobshstated as below:

As a community volunteer who is working as a bridge between project beneficiaries and service provider i.e. FSSCDP/FCDP, we feel good to see vulnerable children attending school, caregivers engaged in IGAs, and betterments of family lives. Even though the process of changing the mindset of beneficiaries towards an asset based development, we do not even feel tired to work formerly with FCDP, and now with FSSCDP.

On the other hand, people who filled with negative perception towards each development projects indicates that, "Though SOSCVI and many more international NGOs have implemented different projects in the locality, we have not involved as expected," said Mr. Tekeda. Mr. Tekedafurther explains his statement by saying that:

The role of the community representatives on these projects were attending project launch up scenarios, reporting sessions and close up programs. Apart

from this, they have nothing to do in the problem identification stage. Since the projects are come to be implemented based on outside NGOs interest and gap assessments, our role is limited to facilitation and sometimes we raise our hands to be counted as their target. This is the onlything that we have done so far.

Similarly, but with additional point of view, Mrs. HaymanotYibeltal stated the following:

Perhaps it was better if the community development initiation would come from the local community residents. People would participate better in their own neighborhood associations. However, even though SOSCVÉ's project has not designed with our consultation, we have empowered to design and implement different projects in the futurethrough LEDCA.

Another controversially reflected idea has risen by Mr. KebebewBetechie; he told that:

Most of the time, our social leaders including Idir executives (LEDCA executives), youth association leaders, and community representatives come to our home and pledged us some piece of money or any kind of donation, and we gave to them what we will. However, do not even used to trust them. We have not asked them how the money we give reach to the poor or the needy ones. We just give what they have asked.

The reason for such kind of perception stated above was therefore, as of the data soured from in-depth interviews, in the beginning period, local people assumed SOSCVÉ as an external entity since they do not know it before, and local people were new for such participatory development project. In line to this, Mrs. FelekechAzeneclarifies her attitude as follows:

By that time, SOSCVÉ asked us to contribute our assets including our Idir compound to build its project office,financialcontributionthat would collect from Idir members, labor, time, commitments, and social networks to invest throughout the implementation of the project. However,I was frustrated to make a decision on behalf of my Idir member.

The above explanation indicated thatSOSCVÉ's project could not catch local people's interest in its beginning. This is because, as KebebewBetechie declared, "We had no any prior

experiences to work closely with NGOs, and at that time, even SOSCVE itself was a new organization for our locality.”

However, it was obvious that as it has evidenced by Rahim and Asnarulkhadi (2010), community development process is a continual improvement of local community first made by the help of an external development agency, then later by the people themselves.

According to Mr. Riesom Tegen

In order to overcome such anonymity between SOSCVE and the local people, the project performs countless efforts to organize and facilitate awareness raising sessions, project launch up sensitization programs, and various lobbying activities, as a result, community residents progressively develop positive attitude toward FCDP and shift their attitudes to get through in the process of the project.

Target beneficiaries' attitude about SOSCVE and LEDCA Projects

Most of FGD discussants and in-depth interviewees were expressed their satisfaction with the community development projects implemented by SOSCVE and LEDCA. Therefore, beneficiaries from both FCDP and FSSCDP understand both projects have intended to teach them “how to fish” in order that they should take care of themselves and their children in the future. In addition, in depth interviewees felt, the project was effective even though their lives had not changed much. They indicated that their lives had not changed for the better after joining FCDP and FSSCDP. Their living condition remained the same.

Having the above statements, FGD-II discussant from SOSCVE and LEDCA stated the following:

Both FCDP's and FSSCDP's dedication was helping families with the asset they have. This means that, some caregivers have technical skills to do business, but they have a shortage of capital. Others may have land, capital, labor, social capital, but they do not know how to use it. Some others may have eagerness and willingness to change, but do not have any skill or finance. In these cases, what we used to do was, for those who are looking for money, we assisted them to access loan from FDSACCO, for those who need technical support, and we facilitate & provide different skill trainings (business skill,

entrepreneurship, and vocational skill trainings), for those who need more, we provide all the above. However, some beneficiaries need much from the project while they refuse to attend skill training, or to have a membership of FDSACCO. Then, they blame the project as well as the life in general.

The discussant further elaborated that the reason for these beneficiaries' dissatisfaction with the projects is that while their problem was deep rooted and needs immediate financial aids, FCDP and FSSCDP project's capacity is limited to delivering skill trainings.

On the other hand, according to data gained through in-depth interview and focus group discussion, project beneficiaries had become poorer not due to the failure of the community development projects. It was rather due to the general state of the national economy. For example, Mrs. RukiaFaysel stated that, "The prices of commodities have gone up and I cannot afford to meet the daily needs of my children during certain days of the month". Moreover, Mr. HegenuAdis said, "I cannot blame SOSCVI or LEDCA for my mess . . . they have helped us. It is just that everyone is getting poorer every year, especially who live in Addis Ababa".

In this context, both organizations, of course FCDP has phased over, but FSSCDP should have to re-shape and adjust its project activities with respect of the fluctuating economic condition of the country. Further, the project should have to prioritize the needs of beneficiaries like who stated above. Since LEDCA has a limited financial source, it is not easy to readjust its project. However, it is possible to link with other organizations who can deliver better support for the most vulnerable community groups.

On the other hand, some study participants claimed that they are now better off because of the project. For those who felt better off, express their gratitude towards the community development projects as indicated by Mr. DorieHailu "The community development projects that implemented by SOSCVI and LEDCA are surprising for us . . . They have managed to help identify our gaps and are advising us on how we can get out of poverty." Mrs. WorkineshBekele also reported this: "LEDCA is helping my family out of poverty. I have devised a plan that I am implementing with LEDCA's help. Hopefully, by next year I will be exited from the project and I will proudly support my children as well as my family without any help from anyone." Additionally, Mrs. EmebetDensa claimed that: "Perhaps other community and

development associations ought to learn from what LEDCA and SOSCV E are doing for us. I am now a member of *Yenegew Tesfaldir*, and *Fetino Derash* Saving and Credit Association with the help of the project.”

Taking the preceding expressions and discussion from beneficiaries, both FCDP and FSSCDP faced challenges among the beneficiaries when some beneficiaries expect a lot from the projects. The discussion with Woreda 11 W&CAO revealed that, this expectation is a reality of many project beneficiaries in the locality. Mrs. FGG further stated that,

Beneficiaries are always looking for support from different NGOs, and that is why they hide what they have. NGOs are investing their time, finance, labor, and skill usually for the same category of target beneficiaries. This is because, they could not exchange information and cooperation one another. As a result, some beneficiaries who receive different services from SOSCV E or LEDCA might refuse to acknowledge it, because they think that, other organizations will not help them.

Some beneficiaries admit that they are receiving services from different development agents in the same time. They expressed that their developmental need cannot sufficiently addressed by a single project.

However, the benefits of the community development projects have seen clearly in the ability of families to provide care and protection for their children by accessing loan from a saving and credit association in order to provide meals, purchase school materials, and pay for medical treatment. Majority of respondents indicated that overall, SOSCV E and LEDCA have helped them ease the burden of caring for vulnerable children.

4.4. Merit and Limitations of SOSCV E and LEDCA Community Development Projects

Each development project that have implemented by LEDCA and SOSCV E has strong quality and limitations with respect of the local context.

The results of focus group discussions and IDIs revealed that FCDP and FSSCDP projects intervened in *Woreda 11* of K/KSC, both as a process and an outcome have well-organized and promotes local people’s participation. Based on the evidences in the field, FCDP and FSSCDP in *Woreda 11* of K/KSC have taken place as both a process and an outcome i.e. matching with John

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(2009) definition of community development. As a process, Mr. RiesomTegen proved the following:

SOSCVE first implements its own project i.e. FCDP. Throughout the implementation, by providing frequent capacity building trainings, technical assistances, financial support to LEDCA, and by facilitating different experience sharing visits;SOSCVE advances the skill, commitments, attitudes, perception and enhances the ability of the local community residents to act collectively in their social problem.

Table 4:*List of sample capacity building trainings provided to community representatives*

No.	Types of Training	Attendants	Time of the training	Training Objectives
1	Community Development	Idir executives, representatives, LEDCAstaff, and community volunteers	Aug-2014	To raise the understanding of community representatives towards community development, and to empower them to take part throughout community development projects in their local area.
2	Project Cycle Management		Feb-2015	
3	Networking and Partnership		Mar-2015	
4	Conflict Resolution		May-2015	
5	Resource Mobilization, Financial Management and Grant Management		Nov-2015, Feb-2016	
6	Child Safeguarding, Positive Child Disciplining, and Parenting Style		Jun-2018	

Source: SOSCVE (Philipos area FSP) annual reports 2016 to 2019

Table 5: *List of visited organizations to build the capacity and experience of Woreda 11 community representatives*

No.	Name of Visited Organization	Place of Organization	Date of Experience Sharing Visit
1	<i>Tesfa</i> Development association	Addis Ababa	August-2014
1	<i>Future Hope Idir Association, & SOSCV –Hawassa</i>	Hawassa	March-2015
2	<i>Enredada Idir's Association /Mahiber/</i>	Adama	March-2015
3	SOSCV-Jimma, <i>Medhanialem</i> Development association and <i>AbdiBori</i> SACCO, <i>Jiren Idir</i> Association	Jimma	April 2017
4	SOSCV-Harrar,	Harrar	July 2018
5	<i>Medhanialem Idir</i> Union	Dire Dawa	July-2018
6	<i>Silasie</i> Development association	Addis Ababa	January-2018

Source: *SOSCVE (Philipos area FSP) proceeding reports 2016 to 2019*

Supporting to the above Mr. Riesom's explanation, FGD II discussant disclose that FCDP engaged community representatives of Woreda 11 in its project intervention and shows them the process, method, and the results of community development projects.

KII from SelamBerIdir states the following:

SOSCVE has performed outstanding achievements in community development projects. I had a chance to visit its community development projects in Hawassa, Jimma, Harar, and

Dire Dawa. I witness what I see there. Local people who live in each project areas have engaged in different community development activities. They show us their achievements, results, and consequences of their projects. It amazed us. The people have told us, it is commitment that keeps them courageous.

Further, FGD discussant elaborated that, such kind of experience sharing visits helped them to get first-hand information, knowledge, and experiences. Therefore, FCDP as a process equipped them with the skill, system, strategy, and commitments.

Having these technical skills and experiences, community residents of Woreda 11 become empowered to take a collective action in order to tackle major problems that arises in their locality. Therefore, they have established LEDCA in order to provide support for vulnerable community groups within the area. This is an outcome of FCDP.

Besides, event reports, annual reports, monitoring and evaluation reports, IDIs and FGDs have presented the same evidences. Moreover, key informant Mr. Tamru Ketema illuminated that,

We are now as one of the CBO that we have seen either in Jimma or in Dire Dawa. We settled our own office, organizational structure, labor, finance, project, and more of that; we have started provision of service deliveries mainly educational support, health support, food support, and family empowerment for 400 children and 171 caregivers. This makes us to upfront proudly!

Similarly, Miss Liya Teshale said, “Because of FCDP’s committed effort, community members as well as CBO and other community representatives become passionate to provide support for the community.”

The above all statements and presentations amplify FCDP’s achievement and positive attainments. As Alkire (2004) explained, local community’s participation, accountability, and willingness to provide support are by themselves a feature of effective community development interventions and more of that, results. However, based on the facts uncovered from KIIs, document review, and observation, FCDP has some limitations. The following explains its shortcomings.

First, SOSCV E design the FCDP project that is being implemented in Woreda 11 of K/KSC without the consultation of local residents. This may be due to its prior experiences implementing and achieving community development projects in different regional areas of the country, which makes it feel confident to achieve the same. However, this result, a stereotyped understanding of community needs and wants.

Mrs. Abeba Hagos describes the above critics based on her experience as below:

When urban community structure is more complicated than rural, SOSCV E faced a challenge during the first phase of FCDP project. Community organizing process was challenging. At that time, we have observed a conflict of interests between Idir members. Some Idir members of the community feel like we are there to mischief them, while others struggling to build trust on us. However, these kinds of attitude and perception raised because of the fact that FCDP concept and framework has designed based on prior experiences, not contextually criticized before its execution.

Another limitation of FCDP has also articulated by other study participants. Regarding to their responses, SOSCV E unintentionally influences the freedom of organizational function of LEDCA. When SOSCV E's intention behind community organizing and empowerment was to sustain its project concept in the local area after its project phase over, in this context, LEDCA would have to depend on SOSCV E's main project concept. As a result, each strength and limitation with FCDP would be similarly the reality of FSSCDP. The limitation would be high among FSSCDP because it has a limited budget, labor, and technical expertise when comparing with FCDP.

On the other hand, regarding to service delivery, FGD-III shows that communities in the local area are heterogeneous in terms of culture; religion, social position, and economic status, but both FCDP and FSSCDP could not be able to deliver services regarding to people's need. For instance, SOSCV E empowered project target beneficiaries to establish a saving and credit association i.e. *Fetino Derash* Saving and Credit Cooperative (FD-SACCO). The main function of FD-SACCO is to provide a saving and credit services for the vulnerable project beneficiaries with a minimum monthly saving cost of birr 20 and a first round loan of birr 3000. However, since most of the target beneficiaries are Muslims, they were not involved to take loan because the credit

association could not provide an interest free saving and credit services. In this context, it can analyze in a way that, both projects could not consider the effect of religious and other cultural values in its service delivery. On the other hand, both projects examining human choices as symmetrical, therefore, it takes a long process to readjust with the context.

Then again, participants expressed that public elites (Idir executives) conquer almost each process of community development whereas marginalized community groups including women, PWDs, children and youths have excluded in the planning, visioning, and decision-making scenes.

A child who is living with physical impairment expresses her feedback towards the FSSCDP by saying, “I am 18 years old. I am looking for a wheelchair that can help me to go to school easily. I asked LEDCA to buy it for me. However, they always tell me that they have not budget to purchase it. Therefore, I am still going to school with a stick support.”

In FGD-III, it has revealed that, beneficiary selection process was also somehow biased. Because, there are still majority of vulnerable children and their caregivers are out of the FCDP and FSSCDP support.

In response to the above critical feedbacks, as FGD-I & II discussion, even though the critics stated above were the truth realities of FSSCDP and FCDP, the projects have tried to benefit youths and PWDs in some way. For instance, Mr. Degef Tenker described that,

Through partnership with Radisson-Blu Hotel, both FCDP and FSSP have created a training and job opportunity for youths who have completed grade 10 and above. Six youths (2 F) who have an interest in hotel and tourism, used the opportunity. Further, based on a disability project that has executed by SOSCVI, 120 (64 F) FCDP and FSSCP project beneficiaries as well as community members have accessed visual test, sight glass, and brail supports. Some children who faced difficulty in hearing impairments have also accessed hearing materials. However, these activities have not executed by FCDP or FSSCP projects, instead by partner organizations and projects.

In addition, Mr. Alemayehu Balie from the local *Woreda* administrative office replied in the following way:

Meanwhile, NGOs would not involve in the recruitment process alone, we take the responsibility to select beneficiaries and target groups. Among any major issues, the first requirement is people should have a citizenship ID or they must have a registered membership in any of women, youth, or Idir association. Because, the locality especially, Soramba, Lomimeda, and Kaba, identified as the area where majority of poor households live and most of them are immigrants from different parts of the country. In addition, these households move from one district to another suddenly out of the Woreda boundary for the sake of minimum home rent. In this case, it is mandatory for them to have the above requirements in order to nominate as a project target. However, people who do not understand such requirement regarded us as biased and discriminatory.

Supporting Mr. Alemayehu's explanation, FGD-I results indicated the same evidences. Miss LiyaTeshalesaid,

Some individuals came to our office and asked us to support them, but the first thing what we asked them was, "are you a resident of Woreda 11?" if so "What credentials do you have?" Further, we refer them to Woreda 11 W&CAO to crosscheck their status whether they are under the support of other projects or not. Then after, if W&CAO recommended us to support that person/child, we would support.

Overall, the community development projects implemented by SOSCVI and LEDCA in Woreda 11 have positive and some negative features. The projects concept was helpful in introducing additional skills, experiences, and practices to the local community residents. Further, it guides people to take a collective action and to create synergy among peoples who have different resources. These collective actions bear a fruit and provide different services for vulnerable community groups.

On the contrary, both projects have limitations too. First, the projects concept has depended on the notion that poor people across place need similar type of support. This has evidenced since each SOCVE project framework are similar across regional locations. Second, since community development process needs a long period to establish a vibrant community-based organization,

SOSCVE's 5-year project was not sufficient to build strong community-based organization. In line to this, as Mr. DegefTenker statement 'LEDCA did not perform activities pro-actively, rather, it expects the guidance and direction of SOSCVE project staffs.' Most of the local people consider LEDCA as a facilitator of SOSCVE project, not as an individual community-based organization.

4.5. The Impact of the Community Development Projects

Along with focus group discussions and in-depth interviews, the study takes observation on family houses, CBOs, major community activities and statuses. Therefore, community development process is a promising approach in addressing major community problems. After the introduction of FCDP and FSSCP, the local people come to be active in participating in different social, economic, and legal issues and engage themselves throughout the community development processes. Mr. TamruKetemanarrates the following:

Even though the community development program has introduced from outside, we found it as an alert. We have been all blind to see the best out of us, and tired of moving along with our differences even if many societal problems arise time to time. However, the community development process alarmed us to stand together, to find a solution for our communal problems, and taught us ways of how to reach to common result in different mechanisms.

The proportion of community members having access to project services in the catchment area have improved significantly, and implying that let alone the limitations, FCDP and FSSCDP interventions have had a significant impact in the local area in terms of improving access to education, health, livelihood strengthening, and social capital. Accordingly, with the exception of other development agencies, by creating a synergic partnership, SOSCVE and LEDCA's community development projects has been providing vocational skill, entrepreneurship and small business skill trainings, and health care services through receipt repayment. Further, the project provides training to community volunteers to take care of households in a home based care. The communities expressed feelings that such initiatives have enhanced their capacity to respond to the needs of children who are at risk of losing parental care. LEDCA and SOSCVE also provides preventive healthcare services including eye sight screening, and curative health services like

dental medicine. However, the long waiting process to receipt repayment tempers LEDCA's intervention in the area of health provision. Some interviewees and FGD-3 discussants revealed that they have to wait for more than a week to get back their money.

In addition, the Project has provided psychosocial training for primary caregivers. The training has found as relevant, effective, and efficient. Many of the project participantcaregivers that took part in the study report high levels of child support. Such caregivers are prioritizing children needs to ensure that children have provided with conducive environment for their development. The caregivers reported high levels of parent-child bonding as evidenced by for example, the sharing all meals. However, this training has provided to a limited number of project participants.

Further, the community development projectssupportschool going children at four levels of education, and these are primary level, secondary level, preparatory and tertiary level. There are also some students at the different Technical and Vocational Centers. The project has supported children in different ways including supplies of scholastic materials, school uniforms, supporting materials and additional clothes among others. Additionally, higher education students have hadreceived transport and accompany materials [i.e. bags, blankets, sheets, and sport kits]. Vocational students and tertiary students have also given fees. The support that the children have received has had a big impact on them. According to the findings, the class performance of most of the children has improved. On the other hand, the behavior for some pupils has improved since they started getting support from the community development project. The positive impact that has seen is an indication that the educational support is effective.

In view of that, Student Abdurahimindicated, "Since I join LEDCA to get support for my education, I have received scholastic materials every year. These include school uniform, exercise book, pen and pencil. Because of these supports, I improved my class attendances." Similarly, Student Meron added, "Besides the scholastic material support, the life skill trainings have supported me better in order to cope up with my peer influence and teenager behaviors."

Therefore, to concrete my data with strong evidences, I go through the progress reports of FSSCP target school going children over a period of two or more years to determine students' academic performance. However; it was not possible to do so as the reports were not available.

Only a few reports for two terms were available for my assessment. The report shows that about majority of students under the target of the project improved their performance over the two semesters. The support that student get from FSSCP may have played a role in the improvement of student's class performance though it could be difficult to prove this as there might be other factors playing a role. On the other hand, there could be a number of reasons for the decline in performance of some students. Some of them could be absenteeism and lack of concentration in class.

Mr. RiesomTegen noted that some students had dropped out although there was no an exact figure about the number of students who have dropped out at the time being. However, LEDCA project records shows six students have dropped out of school. FGD-II indicated one of the reasons for students' drop out wasthat most of them are staying with single mothers or grandmothers who are unable to support the children. As a result, the pupils assume the role of breadwinners for their families. Eventually they drop out of school to take care of their old grannie by engaging in daily labor. In line to this, Student MekdesAlemu stated the following:

I lost my father accidentally 3 years ago. He was the breadwinner for the family. After his loss,two of my siblings and I including my mother got anxiety and stressed. That is why I failed to score a passing point at Grade 12 higher education entrance exam. Since we had no income now, I have forced to stop my education. However, LEDCA helps me to pursue higher education study by facilitating a scholarship opportunity at Rift Valley University. Now I am a second-year nursing student with a good score. The association has also helped my mother to get business skill training, and by providing loan, assist her to engage in a petty trade i.e. selling vegetables.

Therefore, the study results have revealed that communities have foundmajor interventions implemented by LEDCA effective, significant, and relevant, but insufficient in some cases. The assessment has revealed that the educational support that students are receiving is relevant in that it is responding to the needs of vulnerable children. Without this support, the children would not be in school. The food parcel support is one example of very relevant initiatives, but also one ofthe programs where beneficiaries strongly feel that the support is not high enough, as an increasing number of vulnerable children have registered under school feeding program.

Besides, study participants have asked whether they had received any support from the community development project related to their income generating activities (IGAs). The majority indicated that although they were in urgent need of support, they did not receive any financial support from LEDCA. Since LEDCA is not financially strong, it is important that efforts be step up to link families to financial institutions that are operating in the area to ensure their increased access to financial services.

Observation and FGDs discussions found that sanitation in the area is not good and that there is need to improve the situation. Access to safe drinking water is one of the Sustainable Development Goals (SDGs) and Ethiopia's Poverty Reduction Strategy target as it has an impact on nutritional status, morbidity and mortality. The majority reported that they drink tap water, while some others especially who reside in *Soramba* and *Lomimeda* areas reported that they drink water from boreholes and protected wells, respectively. It is important to note that the LEDCA did not provide these taps. The taps have provided by the collaborative efforts of World Vision Ethiopia and local government administrative.

The study has also shown that FSSCDP has enabled project target children to have access to essential services for their healthy development. The program has helped children to have access to food and nutrition through the provision of wheat, maize, lentil, edible oil, *teff* and other foodstuffs. The provision of food parcels to the families that take care of the children also ensures that the children have access to food. With the help of the extension worker from the *Woreda* health post, this initiative has improved the family's health situation.

Moreover, FSSCDP has strived to empower participant families to build their capacity to protect and care for their children. Realizing that it is only a healthy family that can properly take care of its children, some caregivers are on home-based care due to chronic illnesses. They have provided with treatment and nutritional supplements. The aim of this initiative is to bring the care givers back to normal health so that they can look after their children effectively. The other way of building capacity of the families to protect and care for their children is by providing awareness raising and parental skill trainings to the families. This support is crucial in that the families are equipped with skills on proper parenting.

Some informants especially who have got business skill, entrepreneurship, parenting skill, and vocational skill trainings along with loan access convey that they become self-reliant and able to take care of their children by themselves in the future. This informant's statement has also justified with an observation of program reports and figures. So far, 74 project beneficiary families have graduated as self-reliant. This mean that these self-reliant caregivers are no longer supported by the community development project and enabled to fulfill the major needs including food, educational materials, health treatment costs, and rental fees by their own sustainably.

The summary of key informant and in-depth interviews indicate that activities implemented under the CDP results a number of positive impacts among project beneficiaries as well as on the community-based organizations, including LEDCA. LEDCA has gained a lot from SOSCVE community development initiative. As I discussed above, LEDCA was not a formal association, its role was facilitating convenient service delivery environments for SOSCVE project provisions, but now it becomes a functional community-based organization dedicated to support the most vulnerable community groups. In addition, project beneficiaries;because of technical and material supports that they have received from the community development project, theyhave enabled to transform their children as well as their families tobetterments.

Nevertheless, as FGD and document reviews presents besides the positive impacts community development strategy has its ownnegative impact. Mainly, since the project areahas found in the peripheral area of the city, most project participants who take loan from FD-SACCO could not bear a fruit in their IGAs and faces difficulty in loan repayments. In addition, the project mainly focuses on females by regarding they are primary caregivers for their children.As a result, since the household heads i.e. the males dominate the domestic life, whatever the skills, experiences the females acquired, is meaningless unless the household heads empowered to take their parts.

Further, based on the data from FGD-1 meanwhile the strategy was basically depending on an asset-basedapproach;the project was used the local *Idir's* especially *SelamBerIdir's* compound to build a project service delivery office, and other utilities including water and electricity which results a conflict of interests among *Idir* executives and members. Some members thought that their executives were in favor of *Idir's*resources for their immediate benefit.Thisserious issue waves for a long period starting from the beginning of the project. There are still *Idirexecutives*

who are in conflict with other members. These mean that, *Idir* executives' loyalty, honesty, responsibility and accountability becomes under quotation. Therefore, the strategy in some degree affects social cohesion among individuals and community members.

4.6. Sustainability of Community Development Projects in the Local Area

Data collected through FGD, KIIs, and document reviews shown that the sustainability of the community development initiative that has implemented in the local area has determined by the roles and commitments of local communities and LEDCA as well and other community-based organizations. The following line chart shows the community development intervention model with respect to its sustainability in *Woreda 11*.

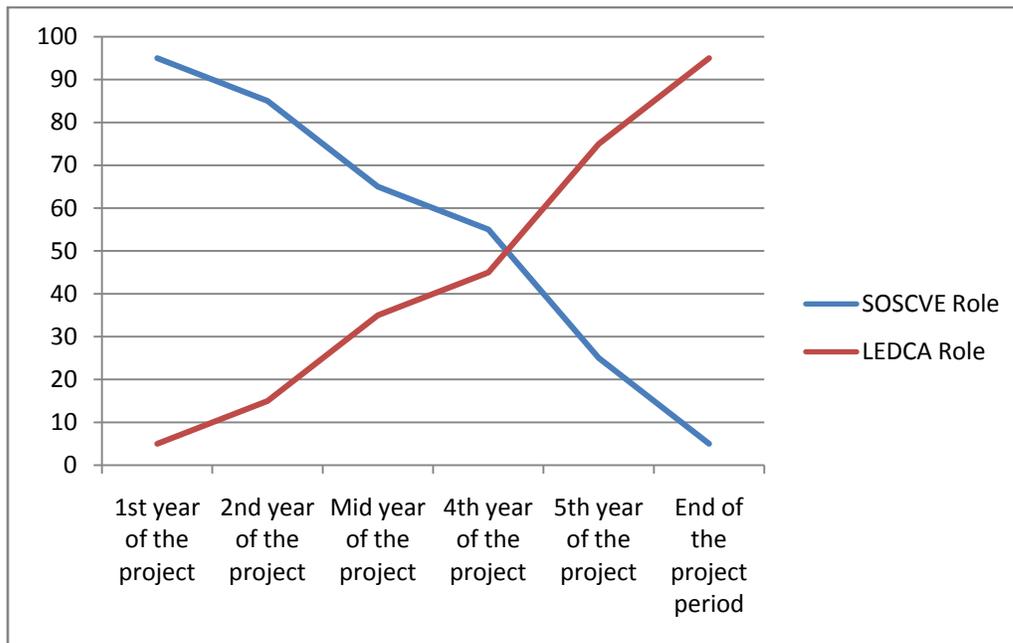


Figure 3: Community development intervention model [Source: SOSCVE Philipos area FCDP office]

Based on the model, SOSCVE's role started with a great commitment and contribution at the initial stage of the project. By identifying major community problems, SOSCVE develops a technical project proposal, budget plan, and implementation plan. Then, when the project intervened, the local community becomes active and plays their part by facilitating conducive

working environment that includes taking part in the identification of target beneficiaries, assigning community volunteers, and by giving other miscellaneous supports. When it comes to the second, third, and middle stages of the project, local people become attentive and more responsible. People tend to increase their participation by organizing a tangible local support network, set a common goal, and develops a strategic plan.

In this sense, Mr. Alemayehu indicated that SOSCVÉ's collect its hands time to time as the project period old. Especially when the project period reaches to its 4th year period, SOSCVÉ was prevail on minimizing its financial support, target beneficiaries admitting, and service deliveries. Whereas, LEDCA yokes the responsibility to collect local resources by different resource mobilization initiatives, admit target beneficiaries, provide services, and lead the development project at front. Supporting this, Miss Liya Teshale represented the following:

From the very beginning, SOSCVÉ was telling us “What SOSCVÉ is doing right now will be transferred to the local people after four or five years”. However, by that time we did not give emphasis for it, and finally when the project reaches to its phase over stage, we could take over all the duties and commitments of SOSCVÉ community development project through our established grass root community-based organization i.e. LEDCA. Therefore, we started to mobilize resources from the local people, Idir members, and other like-minded individuals and community groups. Among other, Selam Ber Idir collects 3 birr, and Fetino Derash Idir collects 2 birrs from each of their members monthly on a regular basis and channels it to LEDCA bank account. In addition, by organizing different fund-raising events we tried to gather resources from various sources. Thus, by having the resources from various sources, we have been through supporting the most marginalized community groups including abandoned children and children who at the risk of losing parental care, disadvantaged women, and elders at risk.

Therefore, as the statistical figure shown on annex vii, LEDCA supports 207(174 F) primary caregivers, 467(245 F) vulnerable children and 128(92 F) other adults in the locality. This statistical figure has likely move towards the community intervention model displayed above. When SOSCVÉ decreases its capacity to admit new target beneficiaries, LEDCA build up its

capacity upwardly. Even though the types of services they provide are similar, LEDCA's provision has not adequate and satisfactory for the target beneficiaries. This is because LEDCA's financial capital, labor, organizational structure, and project implementation experience is not efficient and needs more time and effort to be strengthen.

To balance the data, the researcher purposively observed three family homes that have benefited with FCDP project. During the observation, Mrs. NusriyaAwol said,

I have attained entrepreneurship and business skill training for a month, then after, I have prepared a business plan with FSSCDP Project Officer in order to do business. Therefore, I have accessed loan from FD-SACCO i.e. 3000 birrs. Consequently, I started to sale vegetables and charcoal on the market. Now I have a daily income that enables me to feed my children.

Another caregiver, Mrs. HawiGeremew have said the same,

The parental skill training helped me very well. Formerly, I used to punish my children, and I treated them bad. Now the training changed my perception, I acknowledge that punishing children is wrong. I learnt the positive parenting styles. As a result, I would give appropriate care and protection for my children.

Additionally, Mr. AbubakarSani stated as follow:

I have attended a vocational skill training i.e. tailoring. After completion of the training, I take a COC exam and I scored a good result. Therefore, I have received a certificate from the training center. Then after, through this certificate, I have recruited by one of the garment factories around 18 Matoria. Thus, I work 8 hours per day and receive a monthly salary of 3400 birr. Thanks to God! Thanks to FSSCDP! Now I can provide support for my children.

However, according to Miss LiyaTeshale, even though the model shows a perfect progress, it did not go forward in reality. Miss Liya further stated the following,

At the 4th year of FCDP project, the model proposes a symmetrical role would take place between SOSCVI and community members. However, it did not happen. LEDCA even still has not a sufficient financial and technical capability to run the project as the way SOSCVI does. However, to strengthen its service delivery and sustainability, LEDCA goes through working with like-minded organizations in the locality.

In this regard, the study has examined that LEDCA has built individual and communal partnerships with government organizations, NGOs, schools, CBOs, and community associations. According to Mr. Tekeda, “partnerships have established to help LEDCA in achieving the project objectives.” Further FGD discussant presented the following:

To increase coordination and collaboration between the parties in implementing FCDP and FSSCDP projects throughout the locality, a tripartite treaty has established between LEDCA, SOSCV, and Woreda 11 Administration Office. The referral has signed by both parties by the year 2016 and updated by 2019. Therefore, Woreda 11 has a role to facilitate and empower its administrative units as well as other community organizations in the area to get involved in the community development projects. LEDCA's role has also outlined. Facilitate its member Idirs, (i.e. SelamBerIdir and FetinoDerashIdir) and other CBOs, empower its organizational efficiency, develop resource mobilization plans, and deliver appropriate project services for vulnerable community groups are among the responsibilities granted for LEDCA. Similarly, SOSCV's role includes provide technical expertise, resource materials, running costs of project activities, and delivering services for beneficiaries until its project phased over time.

Besides, FGD participants have also stated the following:

In order to follow FSSCDP's activity and to facilitate available resources in the locality, a Project Management Team (PMT) has established by a member of 12 organization representatives. These include LEDCA, SOSCV, Woreda 11 administration Office (separately including W&CAO, L&SAO, Trade Office, Education Office, EOCO, and Health Office), SelamBerIdir, and FetinoDerashIdir. The PMT meets in every month and monitor activities as per the project plan and reports.

Further,

A collective of 17 organizations have established the Child Support Network (CSN). The members of this network are representatives of government organization, SOSCV, LEDCA, CBOs, FBOs, religious institutions, and schools. The CSN objective is to strengthen the network among member entities in a way to provide effective service

deliveries for vulnerable children in the community. Members in CSN meet in every three-month and share information and reports.

Accordingly, as MrsLiya. Statement,

LEDCA has established an individual partnership with four government schools that includes Kolfe Secondary School, AbebochFerie Primary School, Philipos Primary School, and Soramba Primary School. The goal of each individual partnership is to facilitate inclusive and quality education for vulnerable children that enrolled in each school. Provision of educational materials, organization and facilitation of tutorial classes, support the school feeding initiatives, and teacher trainings are the main activities that each individual partnership performs. Additionally, LEDCA has also established strategic partnerships with DOT Ethiopia in order to facilitate life skill training for children.

Result from in-depth interviews with some representatives of partner organizations has revealed the relevance and significant of these partnerships. Accordingly, Miss Hayat Abel stated that:

Of course, partnership is ideal to any organization in order to share ideas, resources, and information. My organization is a member of CSN. However, member organizations and associations have done nothing with this network yet. I think, the reason for this might be member entities could not give appropriate attention for the network, meetings inconsistency, and Woreda administration's minimum role to strengthen the network.

In line with the above explanation, Woreda 11 S&LAO head, Mrs. KebronGadisa narrates:

The Woreda has an interest to work cooperatively with LEDCA and other potential organizations that are eager to bring sustainable development in the locality. That is why almost all Woreda 11 administration units get involved in PMT and CSN. Perhaps it could be better if LEDCA and SOSCVI have had establish a direct referral with NGOs that operate in Woreda 11 and its boundaries. As the best of the knowledge of Woreda 11, there are number of international and local NGOs that implements interrelated projects.

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Based on the above information, documents and additional information have searched among Woreda 11 W&CAO. Thus, the result clarified that the following projects are intervening separately in the area.

Table 6: *Sample Development Projects in Woreda 11 of K/KSC started from 2014*

	Type of Project	Implemented by	Target group	Duration of the project
1	Education enhancement	Child Fund/ <i>KokebBirhan, FikirLehitsanat</i>	School going children, and Families	2 year
2	Family and Community Strengthening (FCDP)	SOSCVE	Children, Families, and Community	5 year
3	Women empowerment and Improving Access to Education	World Vision	Vulnerable children and women	3 year
4	Family and Women Empowerment	Islamic Relief	Women and Children	2 year
5	Family Strengthening for Sustainable Child Development (FSSCDP)	<i>LEDCA</i>	Vulnerable Children, women, families, and community	3 year
6	Urban Safety net Program	Government	The poor of the poorest community groups	Undefined

Source: *Woreda 11 Women & Children Affair Office*

In light of the above data, discussion has held with LEDCA officials to understand if any relationship has had established with the projects presented in table 11 above. Therefore, Mr. Bizuneh Daniel illuminated:

Even though other projects are implementing in the area, they have already programmed to deliver services for their own project targets with a limited budget. Moreover, most of them are taking place for a limited period usually for 2 and 3 years. However, we did not

quite to contact the organizations that runs the projects and the only thing we have gained from them is, information about their projects. We did not consider this as irrelevant, understanding and knowing about other projects will helps us to identify common interest and working areas in our future intervention.

Further, FGD discussions shows that, to make LEDCA more functional and viable community-based organization in the community, FCDP empowers LEDCA by providing different supports including finance, material, and technical assistances. Additionally, FCDP has been facilitating different partnerships, referrals, and networks that would strengthen the FSSCDP and LEDCA's future projects in the area. The establishment of referral linkages, partnerships, and networks referred that community members are engaged throughout the community development projects. Moreover, FSSCDP has also provided different support for beneficiaries in a way that caregivers to be self-reliant.

CHAPTER FIVE

5. SUMMARY OF MAJOR FINDINGS, CONCLUSION AND RECOMMENDATIONS

Introduction

This is the final chapter of the thesis. It summarizes the major findings of the study, presents the conclusion, and traces recommendations forwarded based on the study findings. The final portion of the chapter proposes areas of advance inquire about.

5.1. Summary of Major Findings

The findings of this study built up that the start of the community development project has come from SOSCV. To contribute to the prevention of child abandonment and disregard in Woreda 11 of KolfeKeranio sub city, SOSCV has been actualizing Family and Community Strengthening Project (FCDP) beginning from March 2014 and closed at December 2019. The project targets to reach into 600 vulnerable children by fortifying community driven reactions. To do so, FCDP performs diverse exercises beneath four pillars.

In the first pillar, i.e. Essential service deliver, FCDP has provided different goods and services for vulnerable children and families. Among all, educational material support, health support, tutorial class, and food support have endowed for direct beneficiary children. In the second pillar, the project addresses the psychosocial needs of its direct beneficiary children and caregivers by facilitating and provision of life skill and parental skill trainings, whereas in the third stake, FCDP empowers caregivers and families through provision of different capacity building activities. By create access of entrepreneurship and business skill training, vocational skill training, saving and credit services, and livelihood-strengthening activities, FCDP supports families who live with vulnerable children. In its fourth pillar, the project has enhanced the role and commitments of community-based organizations.

Most importantly, as the pillar of FCDP has built up on improving the commitments of community residents in order to sustain project activities, FCDP gave a lot emphasis for community capacity building. Therefore, efforts include provision of community capacity building trainings that focuses on the concepts of Community Development, Project Management, Financial Management, Resource Mobilization System, Grant Management, Partnership and Network Management, facilitation of experience sharing programs and visits, and more of that grants of project start-up and running costs have been bestowed for the community representative organization.

As a result, community representatives build more attachments with the community development process. With respect to the context of community development process, FCDP engages local community representatives i.e. Idirs and local government structures step by step. Among other, SelamBerIdir, and FetinoDerashIdir have taken the lead to participate in the course of FCDP implementation. Thus, FCDP involve these representatives of the community in organizing a viable community-based organization, visioning the future, planning of activities, and implementation & evaluation of each planned activity.

Therefore, SelamBerIdir and FetinoDerashIdir agreed to establish an alliance that represents them as well as the local community by assigning a distinctive role separated from both Idir's day-to-day activity. As a result, LEDCA has established by these Idirs. Therefore, LEDCA has established with a vision to create a conducive environment for child development. In order to meet its vision, LEDCA has planned FSSCDP by its own.

Equipping with technical expertise, labor, resources, and experiences obtained from SOSCVÉ's FCDP, LEDCA's FSSCDP aimed to sustain FCDP's role and commitments to improve the lives of vulnerable children and their families to the future. Therefore, FSSCDP has been supporting 238 children and 159 caregivers in essential services, scholastic materials, and family capacity buildings.

However, besides the participatory roles of community organizations and representatives, evidences refer that both FCDP and FSSCDP have some exclusivity. More specifically, at the first place, SOSCVÉ has criticized by its superiority in the process of visioning and planning the project concept of FCDP. Secondly, some local people felt and expressed that the community

development process of both FCDP and FSSCDP was not inclusive. This is due to the fact that, planning and visioning of FSSCDP have set dominantly by Idir executives. On the other hand, inaccessibility of having sooner recognition and cooperation among the local community has challenged the FCDP project in its initial stage. This because SOSCVI was unknown for the local community at that moment, and the community driven approach that SOSCVI proposed was not seem feasible for the local community representatives and people in general. By delivering frequent awareness raising and project sensitization programs, FCDP develop rappers with the local community.

Throughout the community development process, direct beneficiaries have resulted an improved way of life. Students access to education improved, due to the life skill-training, teenagers learned about peer influence, emotional intelligence, and Meta cognitive. Caregivers enabled to provide care and support for their children. Through the accessibility of skill trainings, livelihood-strengthening supports like loan access and Idir membership, families of the vulnerable children have enhanced their capacity and engaged in different IGAs. Additionally, parent to child relationships have improved because of parental skill trainings and psychosocial supports. Some caregivers expressed the training taught them how to manage their children positively instead of taking abusive punishments when they misbehave. Further, because of the FSSCDP and FCDP service provisions, caregivers transformed to be self-reliant; children have an appropriate care from their families.

However, as some evidences shows, some beneficiaries could not access services from the projects. This is due to two different reasons. First, beneficiary's personal selectivity that comes from their cultural and religious prohibition of using some project services, and the other, the projects inability to contextualize service deliveries with respect of beneficiary's interest. It has also evidenced that;even caregivers who have bestowed with the project could not change their lives for a better. The reason for this is the capacity of the projects in terms of budget and service were limited to afford much support. Besides, the projects play a significant role to create access of finance and social capitals through FDSACCO, but some beneficiaries refused to take loan and to engage in IGAs.

At last, the community development projects in the study area have taken place its sustainability on the role and commitments of community-based organizations as well as the local people.

Therefore, as FCDP's intervention decreases year by year, LEDCA's role moves upwardly by taking the project activities of FCDP through FSSCDP. Accordingly, different activities have performed to enhance this LEDCA's commitment and to sustain project interventions for the long run. To do so, sustainable finance source has created, individual and corporate partnerships, child support network, and referral linkages have established. These are evident as *WegenLewegen* Bakery starts its operation, PMT, CSN, and the referral linkages performs accordingly to their respective function. However, these sustainability mechanisms have not yet function as expected. The reason for this is includes, the level of awareness among community members that apart from Idir representatives and executives has not scale up, minimal role of local government and other stakeholder that limited to consultation, and the time taking process of the community development.

5.2. Conclusion

A critical investigation of data created from the field leads to the taking after conclusions. The primary is that the initiative by SOSCVI encompasses a great potential in changing local community to embrace community development projects in their locality. The community development projects guaranteed its noteworthiness in progressing the lives of direct project beneficiaries. The service delivery pillars have their claim implications within the setting of community development process. To begin with, in arrange to keep them healthy, go to School, and not starved, beneficiaries have get to of basic services that incorporate wellbeing, education, and nourishment. Moment, to create them mentally steady, candidly cleverly, and arranged for alter, recipients have get to psychosocial underpins. At that point after, to empower them capable, caring, and self-reliant, the projects capacitate the aptitude, involvement, and livelihood of beneficiaries. At final, the fourth pillar, commits to improve social support systems and entities that will support project deliverables for long run.

Second, since FSSCDP granted major project activities of FCDP, in this context, SOSCVI and LEDCA play a referral role. The FCDP and FSSCDP project progress have learnt that community development projects cannot move along without local people's participation. Throughout the process of both FCDP and FSSCDP, people have taken part depending on the process. Some engaged in organizing, and limited in visioning, few in planning, greatest at implementation. This is the reality as evidenced in this study. Limited number of executives

havedesigned the project plan; however, majority of community representatives have engaged more in the implementation of FSSCDP. However, participation is the heart of community development process. What if, if the local community has not engaged throughout the FCDPprogress? It would possibly like other abandoned development projects, which operates in the locality. Participation sustains FCDP's commitment in Woreda 11 community. Of course, many other projects engage the local community. However, the matter is, the way people participate. Do they have a say or action in organizing, visioning, planning, implementation, and evaluation? In this particular study, it has presented that some community members have dominate the planning and visioning role with the exclusion of others. This might be a negative side, but to counter balance, participation has not literally meant that every individual in the community could have to participate in every process of community development. Rather, I would say since people have different skill, experience, resource and commitment, they have to participate with respect to their asset. To clarify, skillful and literate community members may perform better in planning and designing, those who have financial resources and other commitments; it might better to participate throughout the execution and implementation of the project.

It is difficult to manage if all individualparticipates in goal setting and planning, because individuals have diversity in terms of ethnicity, culture, social status, economic prestige, religion and attitude. This diversification might influence the decision-making process. As a result, inappropriate planning would possibly upfront or conflict of interest would arise. As the study described, members of different referrals, partnerships, and CSNs could not bring much as expected. This might be due to inconvenience planning for the members, or due to unaware of their role in the process. Therefore, before deciding to participate, people should have to understand or value their asset in a way that in which process they can bring their best.

Second,throughout the community development programs, even though SOSCVE aspiresto create vibrant community-based organization that will have an exponential impact, most of the time it plays white-collar roles which includes planning, proposing and regulatory. WhereasLEDCA performs, the blue-collarroles limited to distributing, delivering and facilitation. In this case, SOSCVE omitted LEDCA's role to highlight issues that need to address. Community need assessments should have to conduct with representatives of the community.

Third, meanwhile community development is a long way to development; the community development process has not fully cycled its course in the locality. For instance, community organizing has a long process, but LEDCA's organizing process was not considering the logic behind community organizing, and this result losing of strategic vision and mutual commitments. Thus, the role of LEDCA and community members, largely, has been reactive rather than proactive.

Fourth, representatives of community-based organizations see themselves primarily as agents of SOSCVI, so that their ability to promote and sustain community development is likely to suffer. In addition, community residents as well as project beneficiaries somehow share this perception, due to this, community representatives could not able to facilitate the program intensively and trigger conflict of interests between *Idir* leaders and community members.

In the fifth, since community development projects have designed to rely on local people's participation, they come to take place with a limited amount of budget. In this regard, most projects services left out without delivery and focus more on quantity of beneficiaries rather than quality. This has evidenced in this study when some project target individuals numbered as a target without having access of service. On the other hand, services may deliver, but not efficient and effective. In this case, some community-development project services may regard as nominal deliveries.

In general, by analyzing development projects in Woreda 11 of KolfeKeranio sub city, this study brought that an effective community development could emerged from specific social problem. This might result contrary between the notion of social development and community development. However, as the evidences shows in the discussion section, the issue of 'child vulnerability' was the problem behind the initiative of designing and implementation of FCDP. Therefore, in order to improve the situation, community's involvement has found significance. Then after, FCDP did its effort in organizing LEDCA, frame it to vision as per the problem, guide to plan, and show how to execute FSSCDP with the involvement of other collaborative community organizations and representatives in the area. These all show the process of community development in these specific projects.

5.3. Recommendations

Despite the significant achievement that SOSCVE and LEDCA community development projects have made, some areas need to improve or adjust in order to achieve the intended goals and maximum impact on the community. Thus, the following recommendations have made:

1. The community development projects needs to give great emphasis for equity and social justice through identifying and clarifying role-plays based on people's capacity, passion, and commitments in order to minimize bulk participation in one stage and low at another.
2. Government and other development agencies should focus on local community driven i.e. an inside-out driven development initiatives, it will sustain as long as the community residents set up a mutual vision. Further, local government need to harness the local private sectors and corporates to participate and empower community development projects.
3. LEDCA needs to scale up its commitments into the neighborhood communities and organizations. In addition, emphasize more on detailedcommunity awareness raising programs in order to achieve community participation, the more people understood, the more they close to support and participate.

In general, this study brings about additional way of understanding development projects through the contextual framework of Community Development Process. While participation is the nuclei of Community Development Process, the study reveals how participation affects or functions in the entire process of community development. Further, the study adds insight to the academia and development practitioners including government and non-governmental organizations, community-based organizations and even community residents to think forward how can community development projects synchronize with the local system as SOSCVE and LEDCA does.

Assessment on Community Development Process

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Annex I- Research Guiding Questions: English Version
Addis Ababa University

College of Social Sciences

Department of Social Anthropology

MA Program

1. In-depth Interview Guide for local community-based organization representatives and Project Beneficiaries/Community Development Program Beneficiaries/

Introduction: The purpose of this interview is to collect data for the Assessment on Community Development Process: The case of SOS Children’s Villages and LewegenDerash Charity Association in Woreda 11 of KolfeKeranio Sub City. The data of this study is for the fulfillment of requirements for Master of Art Degree in Social Anthropology. Therefore, the data you give will be used only for this anthropological study. You have kindly requested to participate in the interview in which confidentiality of information is strictly protected and valued. I also kindly request you, so that I can record your voices, since it is difficult to write all of your responses while interviewing.

Thank you, in advance!

I. General background information:

1. Name _____ 2. Age _____ 3. Sex _____ 4. Religion _____ 5. Ethnicity _____ 6. Level of Education _____ 7. Occupation _____ 8. Marital Status: _____ 9. Household Head Occupation _____ 10. Household Size _____ 11. District /Ketena/ _____ Interview starting time _____ End Time: _____

II. Detailed questions for local community-based organization representatives

1. Is there any kind of development project that has implemented in your locality? What is your role in the project?
2. Do you think that the development project is efficient? What kinds of services do the project provides?

3. Is the development project that is taking place in your locality participatory and inclusive? Who take the lion share? Did women, elders, youths, person with disabilities are engaged?
4. In your opinion, how much the local community is interested and committed to engage in community development activities? Is there any limitation to participate? If there, what are those?
5. Do you have any experience throughout the process of community development activity in your locality? If you have, what is it? Why you take part in?

III. Detailed questions for target beneficiaries

1. What kind of services do you receive from the community development projects? Do you think the support helps you to improve your life?
2. Do you know the organization who gave you support? Is it LEDCA or SOSCVVE? How do you know about it?
3. Which services challenge you to get through? In what way it challenges you?
4. What results have you examined after joining the project?
5. Have you been assisted by any other organization operating in the local area?
6. Do you think LEDCA should continue its support?

IV. Guiding Questions for child beneficiaries

Name: _____ Age: - _____ Sex: _____ School _____ Grade level _____

1. Have you accessed services from the development projects in your locality?
2. What kind of educational support have you supported by the project?
3. Who bought your school uniform? Were your parents or the project?
4. Do you get any assistance other than educational support from any of the organization?
6. How has this assistance helped in your learning?

Thank you for your participation. Please let me know if you have any questions.

2. Focus Group Discussion Guide for LEDCA Executive Committees and community volunteers

Introduction: The purpose of this focus group discussion guide is to collect data for the Assessment on Community Development Process: The case of SOS Children’s Villages and LewegenDerash Charity Association in Woreda 11 of KolfeKeranio Sub City. The data will use for the fulfillment of Master of Art in Social Anthropology. Therefore, the data you gave will used only for this anthropological study. You have kindly requested to participate in the FGD in which confidentiality of information is strictly protected and valued. I also kindly request you, so that I can record your voices, since it is difficult to write all of your responses while interviewing.

Thank you, in advance!

Part 1: Personal Data

1. Age_____
2. Sex_____
3. Religion_____
4. Ethnicity_____
5. Marital status_____
6. Level of Education_____
7. Occupation_____
8. *Ketena*/District _____
9. Length of stay in the area_____

Place of the focus group discussion_____ Facilitator’s Name_____ Date of the focus group discussion: _____ Starting Time: _____ Finishing Time: _____

I. General Information towards the community development project

1. Operational Area_____
2. Number of Years in operation_____
3. Number of board/management Committee members by gender: F___ M___
4. LEDCA’s vision, mission, and goal
5. Number of project beneficiaries under LEDCA?

II. Discussion Questions

1. How the community development projects have starts?

2. If it has introduced by an external agency, who was it? In what way you adopted. What kind of capacity buildings supports have you received?
3. In which process your organization has involved. Did you participate in organizing, visioning, planning, and implementation process of projects?
4. How do you evaluate the community development project implemented by LEDCA and SOSCVI in your locality in terms of:
 - a) Relevance
 - b) Efficiency, how do you raise finances for the activities you undertake?
 - c) Effectiveness
 - d) Impact and sustainability, what measures have you put in place to ensure the sustainability of your organization and programs?
5. What are the major strong traits of FCDP and FSSCDP community development projects, based on your experience?
6. What Limitations do you observe throughout the implementation of FCDP and FSSCDP community development projects? What challenges have you encountered so far?
7. What do you suggest for the improvement of Community development projects in the future?

3. Key Informant Interview guide for LEDCA executives, SOSCVE and Local Government officials

Introduction: I want to find out the community development strategy in *Assessment on Community Development Process: The case of SOS Children's Villages and LewegenDerash Charity Association in Woreda 11 of KolfeKeranio Sub City*. The data of this study will be used for the fulfillment of requirements for Master of Art Degree in Social Anthropology. Therefore, the data you gave will be used only for this anthropological study. You have kindly requested to participate in the interview in which confidentiality of information is strictly protected and valued. I also kindly request you, so that I can record your voices, since it is difficult to write all of your responses while interviewing.

Thank you, again!

1. Name: _____ 2. Age: _____ 3. Sex: _____ 4. Religion _____ 5. Ethnicity _____ 6. Level of Education _____ 7. Occupation _____ 8. Marital Status _____ 9. District/*Ketena* _____

Starting Time: _____ Closing time: _____ -

What kind of social status do you have in the community _____?

How long do you live in the locality _____?

I. Key Informant detailed guiding questions

1. How does the community development project concept introduce for the locality? By who? When? How do you know about it? Do you have any direct or indirect contact with the project?
2. Does it have the project implemented by SOSCVE participatory? What efforts done by SOSCVE to engage local peoples?
3. What additional values have you get due to the community development project implemented by SOSCVE?
4. Does it have organizing, visioning, planning, implementing and evaluating process of the project inclusive? How community members as well as community representatives participates?

5. What are SOSCVE's and LEDCA's roles throughout the community development process?
6. Do you think that the heterogeneous composition of the community affects community integration and the overall the community development process?
7. Do you think the community development projects have intervened matching with the local context? Does community need assessments conducted?
8. What specific mechanisms have taken place in order to sustain the community development projects in the local area?
9. Which social institutions, community associations, and networks have participated throughout the community development process? What was their role?
10. What challenges have the projects faced? Do these challenges affect the project process?
11. What are the best results? Is there any unique opportunity lead to achieve these best results?

Assessment on Community Development Process

Annex II: Background of In-depth Interviewees

Name	Age	Sex	Level of Education	Occupation	Marital Status	Interview Place	Interview Date
Mr. Bizuneh Daniel	65	M	8	Guard	Separated	Ketena 3	2/27/2020
Mrs. Felekech Azene	60	F	Diploma	House	Married	Ketena 1	2/27/2020
Mr. Abate Fekede	57	M	10	Book Sale	Married	Ketena 2	2/27/2020
Mrs. Workinesh Bekele	32	F	5	Petty trade	Married	Ketena 3	03/05/2020
Mrs. Zenebech Tadese	48	F	Illiterate	Housewife	Married	Ketena 5	03/05/2020
Mr. Dorie Hailu	62	M	4	Waving	Married	Ketene 1	03/05/2020
Mrs. Rukia Faysel	33	F	6	Housewife	Married	Ketena 1	03/05/2020
Mr. Hegenu Adis	51	M	8	Petty trade	Widowed	Ketena 5	03/05/2020
Mrs. Emebet Densa	48	F	Illiterate	Petty trade	Divorced	Ketena 7	03/05/2020
Meron Tewodros	14	F	9	Student	-	Ketena 4	03/07/2020
Abdurahim Tahir	16	M	10	Student	-	Likuwanda	03/07/2020
Mekdes Alemu	19	F	College	Student	-	Likuwanda	03/07/2020

Annex III: Background of Key Informant Interviews

Name	Age	Sex	Level of Education	Occupation	Marital Status	Place of Interview	Date of Interview
Mr. TekedaBasha	66	M	10	Security Guard	Married	LEDCA office	02/11/2020
Mrs. YeshiemebetYalem	60	F	Diploma	Housewife	Widowed	Likuwanda	02/11/2020
Mrs. AbebaHagos	44	F	Masters	Community Development Officer	Married	SOSCVE Philipos project Office	02/11/2020
Mr. Nuredin Kemal	39	M	Bachelor Degree	Local gov't Social expert	Married	Woreda 11 Administration Office	02/04/2020
Mrs. HaymanotYibeltal	38	F	Bachelor Degree	Local gov't Official	Married	Woreda 11 Administration Office	02/04/2020

Annex IV. Background of Tele-Conversation Interviewees

Name of Study Participant	Age	Sex	Education Level	Role	Date of Interview
Mrs. YewubdarAlemu	30	F	BA Degree	Woreda 11 Admin Head	16/06/2020
Mr. Belete Belay	38	M	10	SelamBerIdir member	16/06/2020
Mr. Awol Abdu	49	M	6	SelamBerIdir member	16/06/2020
Mr. AkliluHabtamu	44	M	BA Degree	FetinoDerashIdir Member	16/06/2020
Mrs. DemekechTekabe	37	F	8	FetinoDerashIdir Member	16/06/2020
Mr. MisganawLecha	41	M	MA	SOSCVE Project officer	17/06/2020
Mrs. BizuayehuMehari	32	M	BA Degree	SOSCVE Project officer	17/06/2020
Mr. NigusuKebede	47	M	MA	SOSCVE M&E officer	17/06/2020
Mr. Shone Degefa	51	M	Diploma	LEDCA executive	17/06/2020
Mrs. Mulatwa Moshe	38	F	12	LEDCA executive	17/06/2020
Mrs. MeseretAlemayehu	28	F	6	Project Beneficiary	17/06/2020
Mr. MukasaLema	39	F	8	Project Beneficiary	17/06/2020
Mrs. KasechTadele	42	F	8	YetebaberutIdir member	18/06/2020
Mr. LetegbrielAdmasu	38	M	Illiterate	SelamBerIdir member	18/06/2020
Student MikiyasMechal	17	M	TVET	Project Beneficiary	18/06/2020
Student HaydaHusien	18	F	TVET	Project beneficiary	18/06/2020
Student MintesnotYilkal	19	M	12	Project Beneficiary	18/06/2020

AnnexV: Background of Focus Group Discussants

FGD-1 at SelamBerIdir Compound with LEDCA and CBO executives, February 28, 2020

S. No	Name	Age	Sex	Level of Education	Role/Occupation	Marital Status
1	Mr. TamruKetema	70	M	10	LEDCA Executive member	Married
2	Mr. KebebewBetechie	52	M	Diploma	LEDCA IGA manager	Married
3	Miss LiyaTeshale	26	F	BA Degree	LEDCA G/Manager	Single
4	Mr. DegefTenker	64	M	8	LEDCA Executive member	Married
5	Mr. HunanteMinyilu	68	M	8	FetinoDerashIdir Head	Married
6	Mrs. LekieGonfa	51	F	10	FetinoDerashIdir executive	Widowed

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FGD-2 at Woreda 11 administration office with Woreda 11 administrative officials and SOSCVE Project Staff, on March 2, 2020

S. No	Name	Age	Sex	Religion	Ethnicity	Level of Education	Role/Occupation	Marital Status
1	Miss KebronGadisa	25	F	O. Christian	Oromo	BA Degree	Social Expert	Single
2	Miss Haylat Abel	27	F	O. Christian	Tigre	BA Degree	Social Expert	Single
3	Mrs. AbebechBekalu	32	F	O. Christian	Amhara	BA Degree	Woreda Head	Married
4	Mr. AlemayehuBalie	36	M	O. Christian	Oromo	BA Degree	Social Expert	Married
5	Mr. KasayHaftom	44	M	Protestant	Tigre	MA	CDO	Married
6	Mr. RiesomTegen	48	M	O. Christian	Tigre	MA	CDPC	Married

FGD-3 at Noterdam primary School with Project Beneficiaries and Community Volunteers, on March 7, 2020

S. No	Name	Age	Sex	Religion	Ethnicity	Level of Education	Role/Occupation	Marital Status
1	Mrs. TigistGobshe	37	F	O. Christian	GamoGofa	8	Community Volunteer	Married
2	Miss BeletechWoyisa	36	F	O. Christian	Wolaita	Illiterate	Community Volunteer	Separated
3	Mrs. EyerusHabte	38	F	Protestant	GamoGofa	Illiterate	Daily Labor	Married
4	Mrs. LeylaHusen	35	F	Muslim	Gurage	Illiterate	Petty trade	Married
5	Mrs. Sofia Kedir	42	F	Muslim	Gurage	Illiterate	Petty trade	Separated
6	Mrs. SeniyaJemal	48	F	Muslim	Amhara	Illiterate	Daily Labor	Married

Annex VI: Background of Families who have selected for Observation

Name of Study Participant	Age	Sex	Education Level	Family Size	Date of Observation
Mrs. NusriyaAwol	35	F	Illiterate	Parent headed with 3 children	01/15/2020
Mr. AbubakarSani	44	M	4	Single Father with 4 children	01/15/2020
Mrs. HawiGeremew	31	F	Illiterate	Single mother with 3 children	01/15/2020

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Annex VII: Statistical figures of LEDCA's FSSCDP beneficiaries

Organization	Year	Ketena(All ketene)	No Primary Caregivers		Children <17		Children +18		Other Adults		No. of Families exited during the Year	No. of families enrolled during the Year
			M	F		F	M	F	M	F		
LEDCA	2019		9	147	110	128	1	2	62	4		-
		Total	156		238		3		66		27	15
LEDCA	2018		15	153	120	139	1	2	69	8		
		Total	168		259		3		77		24	35
LEDCA	2017		13	144	165	172	3	5	112	8		
		Total	157		337		8		120		0	28
LEDCA	2016		7	122	140	144	3	5	84	8	0	
		Total	129		292		8		92			
Total target beneficiary			207		368		8		128		51	

Source: LEDCA annual program report from 2016 to 2019