

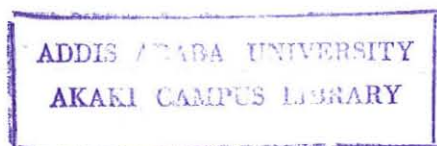
**COMMUNITY PARTICIPATION IN LOCAL DEVELOPMENT
ASSOCIATIONS: THE CASE OF HADIYA DEVELOPMENT
ASSOCIATION (HDA)**



BY: WONDIMU ABERA

**A Thesis Submitted to the Department of Regional and Local
Development Studies (RLDS)**

**Presented in Partial Fulfillment of the Requirement for the Degree of
Master in Regional and Local Development Studies**



**Addis Ababa University
Addis Ababa, Ethiopia**

June, 2012

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This is to certify that the thesis prepared by Wondimu Abera, entitled: community Participation in Local Development Associations: The case of Hadiya Development Association (HDA) and submitted in partial fulfillment for the requirements of the degree of masters of art in Regional and Local Development Studies compiles with the regulations of the university and meets the accepted standards with respect to the originality and quality.

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Abstract

Community participation in local development associations: The case of Hadiya Development Association (HDA)

Wondimu Abera Jelebo

Addis Ababa University, 2012

The general objective of this research is concerned with the study of the nature of community participation in Hadiya Deployment Association (HDA) in South Nation Nationalities and Peoples Region (SNNPR), Hadiya zone. Under the general objective, it attempted to explore the mode and level of the community participation in different stages of local development activities; assess the mechanisms or techniques of community engagement in various organizational membership structures; and identify the challenges or barriers which are impeding the attainment of real community participation in HDA.

To meet the above objectives, the researcher employed more of qualitative data collection approaches. Both primary and secondary data sources were used in gathering pertinent information. The techniques of collecting primary data includes in-depth interviews with five branch office coordinators and the manager of the HDA; focus group discussion was conducted with the board of trustees and household survey with the sample respondents were carried out. Multiple stage samplings were used for the selection of the survey area where as simple random and purposive sampling methods were employed for primary data collection.

Generally, the study found out that, participation level of the community in local development activities of HDA is low. But, from all membership structures (students, farmers, traders, salaried employees, house wives, unemployed and pensioners) of the DA, participation level of the farmers is very high but very low for house wives, unemployed and pensioner groups of the community. In project stages, the grass root community participates better in implementation stage but less in problem identification, planning and monitoring and evaluation stages. The community members participate in different decision-making and implementation stages beginning from an individual mode up to involvement in general assembly through contribution of ideas, cash, material, land and other resources which could be required by the DA. For community engagement, the DA employs printed materials, telephone lines, radio, conducting public forums and other door to door contacts. However, the realization of active community participation in HDA has been impeded by both internal (organizational) and external challenges.

Hence, to make the realization of community participation in Hadiya Development Association to be active, recommendations are made focusing on understanding level of the community, communication mechanisms of the DA, arrangement of community forums, human resource allocations, transparency of the DA, coordination with the local institutions, and strategies to be developed easily to reach out all community groups for resource mobilization.

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First and for most, I wish to express my thanks and gratitude to the **Almighty God** for giving me the courage and ability to bring this work to a final stage.

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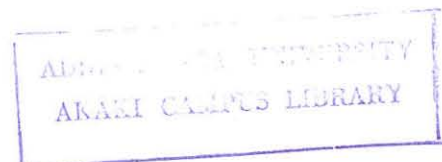


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List of Abbreviations

AIDS	-Acquired Immune Deficiency Syndrome
CSA	-Central Statistical Authority
CSO	-Civil Society Organization
DA	-Development Association
EDAs	- Ethiopian Development Associations
FDRE	- Federal Democratic Republic Of Ethiopia
FGD	-Focus Group Discussion
HDA	- Hadiya Development Association
HDAFYSP	-Hadiya Development Association's Five Years Strategic Plan
HDAOR	- Hadiya Development Association's Organizational Regulation
HDAR	-Hadiya Development Association's Regulation
HDASR	- Hadiya Development Association's Symposium Report.
HDAYSR	-Hadiya Development Association's Yearly Symposium Report
HFEDB	- Hadiya Zone Finance and Economic Development Bureau
HHs	-Households
HIV	-Acquired Immuno Virus
HTAMO	-Hossana Town Administration Municipality Organization
IPHE	-Integrated Population Health and Environment
KII	-Key Informant Interview
NGOs	-Non-Government Organizations
NILG	- National Institute of Local Government
ODA	- Over Seas Development Administration
PAPHK	- Peasant Associations Profile of Hamola kebele
RCIP	-Rural Communities Impacting Policy
SEPDA	-Southern Ethiopia Peoples Development Association
SNNPR	- Southern Nations Nationalities and Peoples Region
SNNPRFEDO	- Southern Nations Nationalities and Peoples Region Finance and Economic Development Office
TDA	- Tigray Development Association



CHAPTER ONE

1. Introduction

1.1 Back Ground of the Study

Community participatory development is the most important approach towards enabling communities to help themselves and sustain efforts in development work. Communities are no longer seen as recipients of development programmes; rather, they have become critical stakeholders that have an important role to play in the management of programmes and projects in their areas (Rondinelli, 1993). Moreover, community participation is far more than a requirement. Studies have documented that communities that engage their citizens and partners deeply in the work of community development raise more resources, achieve more results, and develop in a more holistic and—ultimately—more beneficial way. Community participation, then, is critical to community success (Burkey, 1993 and Solomon, 2007).

In addition, the need to involve community members in development interventions, as Long 2000 cited in Shiferaw (2002), has many advantages. Participation of the community in local development projects insures the incorporation of the preference and values of different groups of the community; improve accountability, transparency and commitment of stakeholders; and help poor people to have more influence over their own lives. Likewise, it helps to empower different groups of a community by promoting their participation in the selection, design, implementation, maintenance and management of development project (World Development Report 2000/1)

What a participating community looks like varies from one place to another but they share several characteristics. Such as, many people are involved in the community's activities; open to involvement by all groups, and responsibilities are divided; conduct their business openly and publicize it widely and make no distinctions among various groups and types of personalities who offer themselves to community involvement. All persons are actively welcomed, regardless of color, age, race, prior community involvement, level of education, occupation, personal reputation, handicap, religion, or any other factor (Reid, 2000 cited in Daniel, 2011)

1.2 Statement of the Problem

Poor people know more their own problems as well as ideas about what might be done to solve their pressing problems. So, participation of the poor and marginalized would be initiated to be an integral element of the work of all international donor agencies, recipient government, NGOs and other development organizations which develop project designed to benefit the poor (Long 2000:65 cited in Addis, 2005:2).

The arguments for and against community participation could not be far from the reality. However, there is a need to weigh the net benefit of community participation that depends on the kind and nature of interventions. Studies by ODA (1995a) and World Bank (1996) have revealed that community participation in projects that have only indirect impact on a given community or which are highly sophisticated for the local people may not be cost effective. Under such circumstances, the participation of the community should preferably be accommodated through the representation in political electoral system and through the participation of recognized civil society organizations.

However, value of community participation is underplayed as time consuming and costly; irrelevant and luxury in situations of poverty; mainly flavored by ideology that give less attention to its practical output; practically resulted in a shifting of burden on the poor. This makes the whole process of development interventions end up without developing community capacity and installing sense of ownership in the community. As a result, realizing sustainability of development becomes less probable (Heck 2003, Burkey 1993 and Daniel, 2011).

For a long period, grass-root communities were seen as recipients of development programmes. And participation of different groups of the citizens was unequal in development projects. For instance, youth, elderly and women participate less than that of adult men. As a result, development actors are exploring community participation in Ethiopia; yet it is not well grounded as it is wrapped by social, political, cultural and institutional variables. Hence, realizing real community participation demands transforming these setups in a way that it reduces the impediments imbedded in them (Addis, 2005).

In civil society organizations, though the success and sustainability of projects depend up on local understanding, approval and participation in all aspects of the project cycles, the grass root communities involvement has yet not been well developed. This practical gap in the involvement and support of local people in efforts to define problems and incorporate local initiatives and ideas in the design and implementation process are crucial and need to be researched (Ibid).

In any developing country, projects are the backbone of local development and majority of the cost is expected to be covered by the donors. However, in some projects the grass root community could have minimum hands as well as minds in ensuring the development achievements. As a result, some of them face inefficiencies in the process of implementation and lack a chance of sustainability due to the lack of strong public ownership. Therefore, effective management of development projects requires the community engagement on proper project selection, project design, project implementation, monitoring and evaluation. Moreover, values, norms, social belief and opinions of the local people which are affected directly or indirectly by development interventions should also be considered. Otherwise, sustainability of development projects may generally be questioned (Mohamed, 2010:2).

Development associations in the SNNPR are the threshold of capacity building but their involvement in local development has progressed rather slower. However, their potential of popular participation is enormous and vigorous over towards the aim is a necessary and also an efficient condition for the implementation of projects. To materialize this, there should be an organizational set-up which is entrusted with task of mobilizing popular participation. So that, the attempt to reach the community at grass roots level is not successful as it out to be (Agedew, Korner and Poeschke, 1999 cited in Daniel, 2011:28)

The locality has a great potential of resources to be mobilized and the organization couldn't ensured real community participation so as to promote sustainability of the local development interventions. Thus, the organization's as well as its development interventions' sustainability is relied on the influence made by the local community.

However, the incorporation of the grass root community in different decision-making and implementation tasks of the local development activities is still reached the required level. Therefore, this study is expected to influence the realization of active community participation in the DA so as to ensure sustainability of the organization as well as its local development interventions.

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1.3 Objective of the Study

1.3.1 General Objective

The overall objective of this research is to study the nature of community participation in Hadiya Development Association (HDA).

1.3.2 Specific Objectives

- ❖ To identify the modes and levels of community participation in different stages of the development projects.
- ❖ To assess the mechanisms of local community engagement in various organizational membership structures.
- ❖ To identify the challenges and barriers that may impede real community participation in HDA's development interventions.

1.4 Research Questions

- ❖ In what modes do the community has been engaging and what mechanisms do the organization has employing for realizing active community participation in HDA?
- ❖ What is the level of community participation in different project stages of HDA's local development interventions?
- ❖ What are the challenges and barriers that impede the practice of community participation in HDA?

1.5 Methodology

1.5.1 Design of the Research

In this study, both qualitative and quantitative research approaches were employed for data collection which enabled to get reliable information that helps to attain the intended objectives for this study. Both quantitative and qualitative data were collected from HDA's Zonal head office, Woredas' branch offices, and household survey.

The techniques employed for data collection were focus group discussion, key informant in-depth interviews, and household survey. This study mainly employed descriptive method of data analysis because it is more of descriptive and explanatory in nature, hence more emphasis was given to the qualitative data.

1.5.2 Study Area Selection and Sample Size Determination

For the collection of pertinent data, the study employed mixed sampling methods in different stages. Prior to all tasks, the researcher selected the organization (HDA) as issue for this study based on the problem stated on the section 1.2 above. Also the researcher knows the culture and language of the study community which enabled to overcome different barriers which could have been challenged the data collection process.

From the 10 woredas and one town administration of the Hadiya zone which was selected for this study, only Gibe and Lemo woredas were selected by purposive sampling method for this study. This selection was based on the intensity of development activities where HDA has been working. Consequently, the grass root community participation was relatively good in various aspects of the development association. After the selection of the two woredas, sample respondents were drawn from them. In Gibe woreda, Hamola kebele and Homacho town were selected by purposive sampling technique. This was because HDA has been promoting different community participatory development activities in Hamola kebele so that local community had different degrees of involvements. Consecutively, it would be possible for collecting relevant data for his study. In the same woreda, Homacho Town was selected by purposive sampling technique. This is because the peasant association profile of the Hamola kebele had mixed groups of households except any merchant. To fill this gap, sample merchants were selected from Homacho town in the same woreda which was located adjacent to the Hamola kebele. Random sampling was employed for the selection of 61 respondents from the Hamola kebele and seven merchant respondents from Homacho. Therefore, there were a total of 68 respondents in Gibe woreda.

In the case of Lemo woreda, similar technique with that of the Hamola kebele was employed for the selection of Dubancho kebele for the survey. But in its case, there exist some (40) mobile merchants in the kebele who have been living in both Hossana town and Dubancho rural kebele which is hinterland to Hossana town. Therefore, four merchant respondents and 84 other respondents were randomly selected from Dubancho kebele for this survey. Therefore, there were 88 (88/1778 HHs) respondents in Lemo woreda. Thus, there were a total of 156 (156/3120 HHs) sample respondents in all survey areas.

1.5.3 Data Sources

A) Primary Data Sources

To get an appropriate and adequate data for this study, the researcher used both primary and secondary data sources. The former one was collected from the participant households, board of trustees, zonal head office manager, some woredas and Hossana Town Administration HDA Offices coordinators. Since there is no other special group of the community which was rich in generating detail information for this study, branch coordinators were selected as the key informants. Thus, a total of six key informants (five branch coordinators from Hossana town, Lemo, Gibe, Misha and Shashogo woredas and a manager of the main office) were selected by purposive sampling technique focusing on the availability of transportation access and the duration of the years they were served in the position. The HDA coordinators of the Woredas where household survey conducted were necessarily included.

B) Secondary Data Source

The primary data was supplemented by review of documents and other secondary sources such as previous works done as Master's thesis, books, periodicals, seminar papers, statistical publications, and other relevant documents and project reports related to the topic of the study.

1.5.4 Data Collection Instruments

In this study, both qualitative and quantitative data collection tools were used. Quantitative data was collected by using pre-tested questionnaire and organization's document review while qualitative-data was gathered through semi-structured key informant interview and focus group discussions. Qualitative data collection employed essential materials for field observation like photo camera, calculators and others stationery materials.

1.5.5 Methods of Data Collection

So as to achieve the objective and to get more detail information for this study, the researcher used both primary and secondary data collection techniques.

A) Primary Data collection Techniques.

Primary data was collected through key informant interviews, focus group discussion and pre-tested questionnaires.

Key Informants' Interview

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Key informants are the research subjects in qualitative studies that have a disproportionate weight and role in the outcome of the research (Payne, et al., 2004). The key informant interview (KII) was conducted with the Zonal Head Office Manager and five branch offices coordinators. An appropriate places and time were arranged for conducting the interview.

The main focus of the interview was the overall understanding of the programs and projects, activities in various membership structures, modes of community engagements in the developmental issues of the organization, the level of community participation in various project stages, the mechanisms/techniques employed by the DA for engagement of the community and challenges or barriers impeding community participation in the DA.

Focus Group Discussion

According to Payne (2004:103), focus group discussion (FGD) is a means of concentrates on their shared meanings. It is used to “engage participants in a focus group discussion of an issue and to produce qualitative data that provide insight in to the attitudes and opinion of participants” (Wenda, 2000:175 cited in Abinet, 2011).

In HDA’s organizational structure, the board of trustees is an especial group with enormous concern and decision making authority in the organization’s various developmental aspects and thus they are rich in shared information. Therefore, FGD was conducted with this group by arranging appropriate time and place for discussion.

Household Survey

The data collection method was well built-up to ensure that the questionnaire was well prepared, followed by the training of the data collectors and pre-testing of the questionnaire. Later on, the household survey was assisted by five persons who were recruited and trained by the researcher.

B) Secondary Data Collection Technique

In order to substantiate the primary data, various secondary sources were reviewed and incorporated in the analysis. Thus, the mission-vision statement of the organization, manuals, regulations, strategic plans, annual and quarterly reports and project proposals were main sources where secondary data review was undertaken.

1.5.6 Data Analysis and Processing

After the collection of an appropriate data from both primary and secondary sources, the process of data analysis was carried out by using qualitative description and descriptive statistics. The portion of the quantifiable data was discussed by using tabulation and chart for variables with frequency and percentage values.

1.6 Delimitation of the Study

The main focus of this study is thematically delimited to an overall understanding of the mode and the level of community participation, mechanisms or techniques employed for community engagement, different challenges or barriers that hinder community participation in the DA. Geographically, from all the development interventions of the zone, this study was delimited for data collection in only two woredas based on the intensity of the development interventions and the extent of grass root community participation in the local development issues of HDA.

1.7 Limitation of the Study

The main limitation of this study was shortage of the availability of well-organized secondary data in the organization which is relevant for the trend study. The other limitation was time and budget shortage to collect relevant data from large community of the zone. As a result, only a few sample respondents were selected. Little cooperation of some branch coordinators in the data collection process and resistance of some households in conducting survey were other limitations.

By virtue of the research design, the finding may not take us to generalize about the rest of HDA's project components and the same component in other areas as well. The other possible limitation of the study is its nature being one time and snapshot of the whole participatory process. Moreover, the sampling technique employed was one of purposive – non-representative sampling – hence it did not provide equal chance for all elements in the population to be included in the sample.

1.8 Significance of the Study

The finding of this study may help HDA to recognize its internal and external challenges on the community participation and to seek for a better approach that enables to realize active community participation in the development associations. It may also allow other development associations and partners to learn as to how to practice community participatory mechanisms for local development.

Moreover, the findings may also have contribution in providing some information for any interested party on how HDA is trying to engage the community in its local development interventions. Furthermore, it may inspire other potential researchers who are interested in the issues of community participation.

1.9 Organization of the Paper

This study contains a total of five chapters. The first introductory chapter covers background of the study, statement of the problem, objectives of the study, research question, methodology, delimitation limitation and significance of the study. Chapter two reviews related literature. Chapter three presents the profile of the study area and the organization selected for this study (HDA). Chapter four is devoted to data presentation and analysis. At the end, chapter five concludes the study and indicates ways forward.

CHAPTER TWO

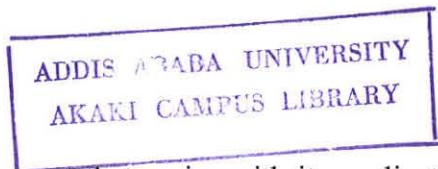
2. Review of Related Literature

This chapter presents the theoretical and conceptual framework relevant to the research topic. The chapter is required for discussing the basic concepts and principles that the findings and analysis are based on.

2.1 Conceptual and theoretical framework of community participation

The ideas, concepts and theories having close relation with the issue of this study is discussed accordingly.

2.1.1 Participation



Participation is a rich concept that varies with its application and definition. The way participation is defined also depends on the context in which it occurs. For some, it is a matter of principle; for others, practice; for still others, an end in itself (World Bank, 1995). Often the term participation is modified with adjectives, resulting in terms such as community participation, citizen participation, people's participation, public participation, and popular participation. The Oxford English Dictionary defines participation as "to have a share in" or "to take part in," thereby emphasizing the rights of individuals and the choices that they make in order to participate.

Academicians, development agencies, and politicians have used the concept of participation differently. It is so an elastic concept that can be used or abused; as a result, many agencies attempt to define what they mean by participation in their own context (Clayton *et al.* 1998, Heck 2003: 2, Burkey 1993:57). World Bank (WB), Overseas Development Administration (ODA) and USAID consider participation as sharing of activities, resources, and decision-makings in the development initiatives by all those who have interest on the intervention. Here are definitions of participation in their own words:

Westergaard (1986) cited in Gebremedin (2004) defined participation as “collective efforts to increase and exercise control over resources and institutions on the part of groups and movements of those hitherto excluded from control”. This definition points toward a mechanism for ensuring community participation. The World Bank’s Learning Group on Participatory Development (1995) defines participation as “a process through which stakeholders influence and share control over development initiatives, and the decisions and resources which affect them”.

Oakley and Marsden (1987) cited in Ginbowgsh (2007) defined community participation as the process by which individuals, families, or communities assume responsibility for their own welfare and develop a capacity to contribute to their own and the community’s development. In the context of development, community participation refers to an active process whereby beneficiaries influence the direction and execution of development projects rather than merely receive a share of project benefits (Bamberger, 1986).

In all the above cases, participation is sharing of activities, resources and responsibilities in a certain development intervention. Basically, participation is sought to make development intervention successful by using local knowledge, intuitions, material and labor resources, and scientific knowledge. But the definitions do not emphasize the point that success of development interventions can be maintained through the capacity and willingness of the beneficiaries to maintain and to make the benefit sustainable after the withdrawal of the external parties. A descriptive definition of participation programs would imply the involvement of a significant number of persons in situations or actions that enhance their Well- being, for example, their income, security, or self- esteem (Chowdhury, 1996).

Evens (1974) also points out the importance of the following issues in order to assess the extent of community participation: Who participates? What do people participate in? Why do people participate? (Cultural explanations, cognitive explanations i.e. knowledge about the organizations, and structural explanations i.e. alternatives, resources available, and the nature of benefit sought and implications (how the benefit contributes to the ends or principles they value).

2.1.2 Community

The term “Community” is often defined in geographical terms, but this does not always capture the deeper reality around which groups form: identities, ideologies, religions, income, etc. and members do not necessarily want the same thing at the same time (Jewkes and Murcott, 1996 cited in Asefa (2001)

For others, the word community is synonymous term with that of neighborhood, community is “... a group of individuals who have learned how to communicate honestly with each other, whose relationships go deeper than their masks of composure, and who have developed some significant commitment to ‘rejoice together, mourn together,’ and to ‘delight in each other, make others’ conditions our own” (Homan, 1999:110) as cited in Peck (1987). This term also “...implies connection: some combination of shared beliefs, circumstances, priorities, relationships, or concerns.” (Chaskin, 1997). These definitions connote that the geographic proximity or boundary is not essential component of the definition of community, but social relation and connections. However, in this study, community refers to residents of a particular geographical boundary irrespective of their social, cultural, functional, and circumstantial connections; and shared cultural value.

2.1.3 Classifying community participation

Classifying “Participation” is equally complicated. As noted by Oakley (1991), participation can be active or passive; can be contributive, collaborative or transformative. In addition, authors such as Nelson and Wright (1995) directly addressed the question of power in community participation and how participation reflected and for what it was used.

According to Bamberger (1986) three distinct kinds of participation included the following:

- ❖ Beneficiary involvement in the planning and implementation of externally initiated projects or community participation.
- ❖ External help to strengthen or create local organizations, but without reference to a particular project, or local organizational development.

- ❖ Spontaneous activities of local organizations that have not resulted from outside assistance or indigenous local participation.

The first two are externally promoted participatory approaches used by governments, donors, or NGOs, while the third is the kind of social organization that has evolved independently of (or despite) outside interventions (Bamberger, 1986).

Heck (2003) has classified participation into three as follows:

1. **Induced involvement:** Beneficiaries take part in the implementation of projects through material or labor contribution and obtain certain benefit.
2. **Transitory mobilization for community development:** Community participates in certain specific temporary tasks mainly for development of the community but lacks institutional basis or organization for sustained participation.
3. **Group formation:** The project is intended to establish new or strengthen existing self formed and self run organizations through which the rural poor gain access to resources, inputs and decision making for interventions and self proposed actions too.

Heck's classification of participation considers group formation as the highest level of participation. It emphasizes that if development intervention is meant to be sustainable, organizing the community among other things is crucial. This is because local organizations established by community initiatives are necessary conditions for rural development (Esman and Uphoff 1984). They argue that local organizations' contributions to rural development play a major role in efficient use and equitable share of resources and empowerment of members. They are preferred to be the best channels for rural development efforts particularly in resource poor areas of most developing countries (Esman and Uphoff 1984). That is why Heck considers group formation as the highest level of community participation.

Clayton *et al.* (1998) classified participation as nominal, instrumental, representative and transformational. In nominal and instrumental type of participation, people's participation is used as a means of legalizing development intervention and sharing cost of the project.

Representative form of participation encourages community participation to increase efficiency and sustainability. In transformational type of participation the beneficiaries are empowered to have access to and control over resources. Yeraswork (2000:37), on the other hand, classified participatory development into three as mobilist, instrumentalist, and radical. The mobilist model to participation conceives people's participation in terms of contribution of resources.

The instrumental model of participation encourages communities' involvement for raising efficiency and success of rural development interventions. The radical model, on the other hand, goes beyond the instrumental value of participation and considers participation in terms of empowering communities to have access to resources.

The classifications used by these three authors are different but they have similarities. That is the mobilist per Yeraswork's classification, the induced per Heck's classification and the nominal and instrumental per Clayton *et al.*'s classification are similar in a sense that they does not credit the relevance of community participation *per se*; they rather considers participation as a means of reducing cost of the project from the side of sponsoring agent. Consequently, Yeraswork argues that this model – mobilist – is not part and parcel of the new rethinking of participation. Therefore, they are fictitious by which community participation is contrived and manipulated. The representative per Clayton *et al.* (1998) or instrumentalist model per Yeraswork (2000) uses participation as a means of making development successful and sustainable. This is possible when there is some influence by the beneficiaries on the interventions' decision making process. It is here that real community participation starts. This kind of participation model anchors the concept participation as a means of making development projects successful. But making participation as a means does also lie in a continuum. It ranges from using community as source of information so as to get clear picture of development problems in one hand to considering community as partners that help define problems, device strategies and implement it accordingly on the other.

When community members are considered as partners, like other stakeholders, community members are involved in decision-making and negotiations not primarily to empower the community but to make intervention successful and sustainable. The radical model per Yeraswork or transformation form per Clayton *et al.* of participation on the other hand considers participation as an end and objective which is intended the primary stakeholders to have access to scarce resources, decision -making and power to negotiate, protect their interest and pursue their own activities with their own initiatives.

In using community participation as a means of making interventions effective and sustainable, accumulation of wealth increases in one hand and community's negotiating skill, awareness of problems and presenting them in constructive manner will improve on the other. This, in the long run, will, therefore, lead to development and empowerment. However, empowerment is related to power that can arise from political position, property ownership, or possession of skills and knowledge. These are embedded in certain kinds of institutional framework which are neither simple to dismantle nor are costless. On the other hand, participation is advocated as a component of human right, democracy and politicizing it without considering its benefit. Although development is not nested from politics, the issue of participation in rural development should at least have instrumental value if it is meant to make rural development intervention successful.

One thing that is equally or even more important in participation is that community members are not identical groups living in a certain area (Burkey 1993). There are different strata in a community based on property ownership, political power, sex, age, ethnicity, et cetera. These groups of the community are not at equal setting to equally participate in any kind of intervention (Burkey 1993, Yeraswork 2000). Participation when it comes to decision- making, negotiation and partnership is tied with power at local level as well: the better off, elite and men are in better setting to participate more than the poor, women, youth and minorities (Burkey 1993). Participation is also an evolutionary process that can develop through time (Clayton *et al.* 1998).

Besides participation of the community can take place at different stages of a project cycle with different degree. It can take place at planning stage, implementation stage or during evaluation stage (Clayton *et al.* 1998, Long 2001). According to Clayton *et al.* (1998), level of community participation ranges from manipulation level to self-management level. It is classified as manipulation, information, consultation, consensus building, decision making, risk sharing, partnership and self management.

The level or intensity of participation of primary stakeholders at each stage of a project cycle can be information level, consultation level, and cooperation and partnership level or self management level. In manipulation and information level of participation communication is only unidirectional where the project initiators – external agents – will indoctrinate what they want and solicit labor and material contribution. But there is a big difference between these two in a sense that in manipulation level, participation is contrived for indoctrination; so, it is non participatory. In information level, however, participation is aimed at concientization and increasing awareness of stakeholders about their rights, responsibilities and options. This is where the real participation begins. In consultation level, communication is bi-directional, but there is no assurance that the community's inputs are considered as they intended at the final analysis. In consultation level, communication is bi-directional, but there is no assurance that the community's inputs are considered as they intended at the final analysis.

In the next three classifications – consensus building, decision making and risk sharing – the difference is too tiny and are considered here as similar. Here the stakeholders do negotiate, bargain and decide on it and take risk on failures of the outcomes of the decisions. The leverage on reaching at a decision is different by different stakeholders. In cases of partnership level the relationship entails exchange among equal parties in terms of mutual respect towards a mutual goal. Self-management is the highest level of community participation where beneficiaries are both willing and able to sustain existing projects and take new initiatives (Clayton *et al.* 1998 cited in Addis, 2005).

Classification of participation as instrumental and transformational identified different mechanisms used to solicit a certain kind of participation. She pointed out that informing community members, consulting them, and joint assessments are some of the methods used for soliciting instrumental kind of community participation. And shared decisions, collaborations and support to self-management are used to make participation transformational (Long, 2001).

2.1.4 Measuring Community Participation

Indicators for measuring participation of primary stakeholders can be selected by donors, the recipient implementing agency or the primary stakeholders themselves. Work on this field is relatively new and donors are still developing new practices (ODA 1995c). It is indicated in the same source that the qualitative, quantitative and time dimensions of indicators are used to measure participation.

The qualitative indicators are more difficult to specify and make use of them; partly because of the interpretative leeway associated with them. The time dimension of indicators is more important for managing project implementation and monitoring, and directing stakeholders' attention to the phasing of participation. Some of the quantitative indicators are composition and number of people participating in key activities such as project workshops, training events and physical implementation; institutional arrangements; mobilization of resources by beneficiaries; maintenance and continuity of projects. Whereas some of the qualitative indicators are the way groups are expected to achieve stability, kind of capabilities, behavioral characteristics the participants are expected to display and increase of self-reliance by the participants in undertaking different activities (ODA 1995c).

To measure participation properly, it is preferable to use qualitative, quantitative, and time dimension indicators. However, the qualitative indicators are more subjective and difficult to apply. The time dimension indicators, on the other hand, make the project to be too costly because under such condition planning about the kind and number of activities to be accomplished is difficult to define within time limit.

When development activities are planned to be accomplished within project calendar and serve as performance indicators, the ability to respond to specific local needs and problems as well as build capacity of beneficiaries and their institutions will be reduced (ODA 1995c). The external agent's role is to assist the process; they cannot direct the beneficiaries to move into a certain direction but the beneficiaries determine it through time (Burkey 1993). This is unrealistic and no one can support beneficiaries to move in any direction they wish with no time limit and with no specification on kind of intervention. Quantitative indicators are commonly used to measure participation. Therefore, community participation cannot be fully measured because the time dimension indicators and qualitative indicators are difficult to apply.

Some of the indicators the researcher used are composition and number of people participating in key activities such as in trainings, planning, and implementation and monitoring and evaluation, the number of times workshops conducted in a year and the amount of resources contributed by the community.

2.1.5 Levels of Community Participation

In order to assess the types of participation and nonparticipation, Arnstein (1969) as cited in Solomon (2007) suggested a typology of eight levels of participation using a ladder technique:

The bottom rungs of the ladder are (1) Manipulation and (2) Therapy. These two rungs describe levels of "non participation" that have been contrived by some to substitute for genuine participation. Rungs (3) Informing and (4) Consultation, progress to levels of 'tokenism' that allow the have- notes to hear and to have a voice. Rung (5) Placation is simply a higher level tokenism because the ground rules allow have- notes to advice, but retains for the power holders the continued right to decide. Citizens can enter into a (6) Partnership that enables them to negotiate and engage in trade- offs with traditional power- holders. At the topmost rungs, (7) delegated power and (8) Citizen Control; have- not citizens obtained the majority of decision- making seats, or full managerial power.

According to Narayan (1995), community participation has the following levels based on the point of the degree of beneficiary participation. Thus, the first level of participation is simple ‘information sharing’, which is a flow of information to the community to facilitate action by the agency. The second level is ‘consultation’, which is a two-way flow of information to get opinion of the community on key issues.

The information sharing and consultation levels are often termed as “minimalist participatory approach” which parallels with the ‘mobilist model’ of Yeraswork (2000). The third level of Narayan is ‘decision making’ level, which is the involvement of the people in decision- making either exclusively or jointly with the agency. The last stage is ‘initiating action’ level, also corresponds to the ‘radical model’ of Yeraswork is the stage at which the people are enabled to self-initiated actions. According to Narayan, the last two stages are more intense levels of participation capable of capacity building and empowerment.

2.1.6 Mechanisms or techniques community Participation

A wide range of mechanisms can be employed for encouraging the involvement of the public in the decision making process and implementation of projects can be adopted and met with varying degrees of success much depends on local circumstances (UNEP 1992). Ewing 2003 and Solomon, 2005:35, by combining the four levels of participation outlined by Leach, S., and Wingfield, M. (1997), with his experience and information from other sources, describes the following public participation tools.

Level 1. Education and Information Provision.

- | | |
|---|-----------------------------|
| -Printed Materials | -Newsletter |
| (Fact sheets, Newsletters, Brochures etc) | -Bill stuffers |
| -Advertisements | -Video |
| -Press releases. | -Information repositories |
| -Public displays | -Site visits. |
| -Independent technical documents and expertise. | -Newspaper inserts |
| -Letters for the public officials | -protests and demonstration |

Level 2. Information Feedback.

- | | | |
|-------------------|-----------------------|---------------------------------|
| -Public Meetings. | - Telephone Surveys | - Informal Small Group Meetings |
| -Public Hearings. | -Response Sheets. | -Surveys |
| - Internet. | -Deliberative Polling | -Teleconferencing |
| -Free-phone | -Telephone Lines | -Expert Panels. |

Level 3. Involvement and Consultation.

- | | |
|----------------|--------------------|
| -Workshops. | -Open House. |
| -Focus Groups. | -The Delphi Method |

Level 4. Extended Involvement.

- | | |
|----------------------|--------------------|
| -Citizen Juries. | -Planning for real |
| -Advisory Groups. | -Task Forces. |
| -Community Visioning | -court action |

The World Bank (1992) has suggested four other mechanisms for improving community participation:

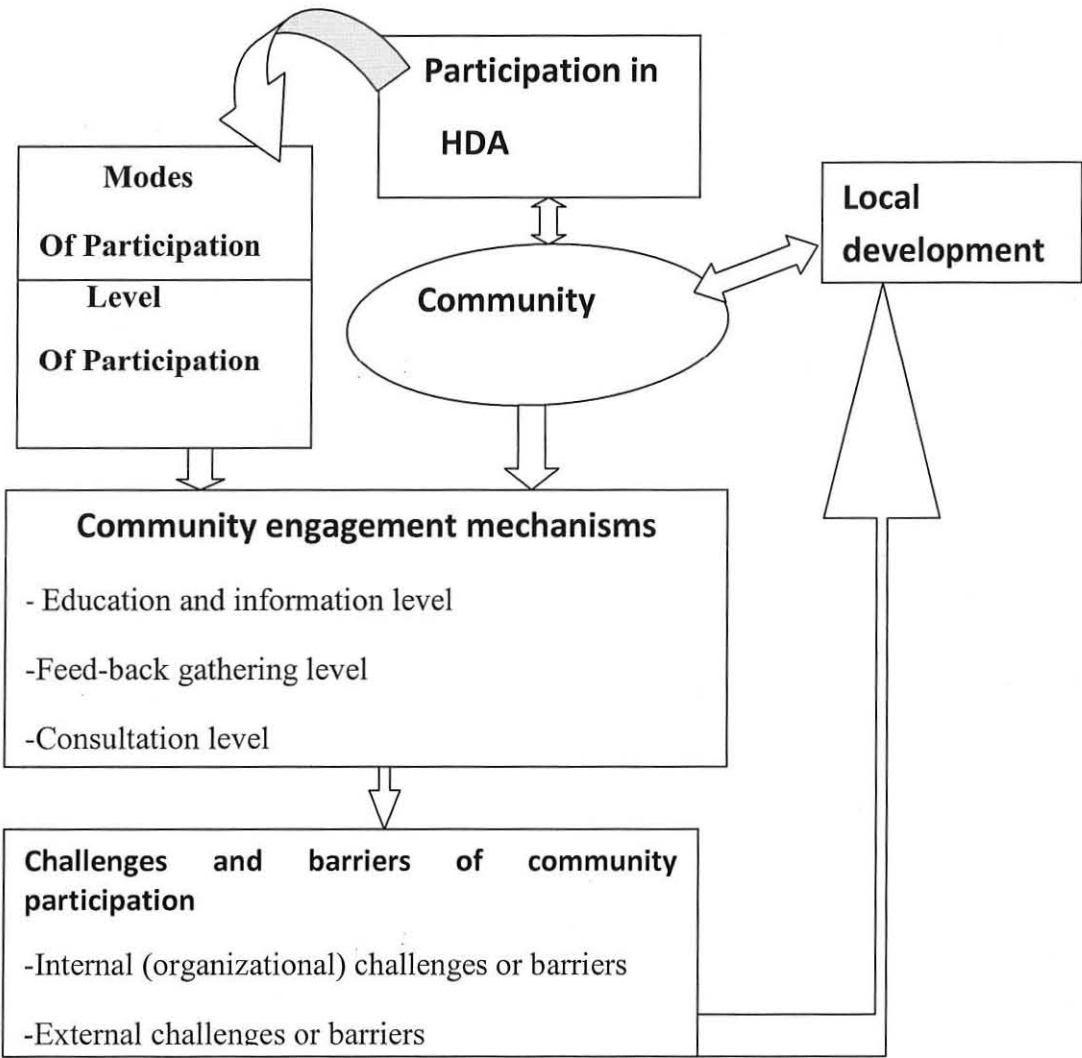
- ❖ Use of indigenous institutions that are already involved in community mobilization.
- ❖ Use of local voluntary organizations in order to reach the rural poor in relatively distant areas.
- ❖ Increased access to information through sharing information with local communities at the early stage of identifying projects; discussing worries with the affected communities, encouraging public comments on the projects draft etc.
- ❖ Institutional reforms-especially recruiting staff trained in the social sciences (e.g., anthropology, sociology, etc.)

For the purpose of this research it is worthwhile to provide substantial information on Ewing 2003 and Solomon, 2007:35, by combining the four levels of participation outlined by Leach, S., and Winfield, M. (1997).

2.1.7 Conceptual Framework of the Community Participation

Because participation is an elastic and normative concept, participatory development projects needs some kind of specification on how participation is looked in the process. A framework in describing and analyzing participation in development is developed by Cohen and Uphoff (1980).

Figure 2.1 Conceptual framework of the study



Source: Author's computation, 2012

This framework is rigorous in trying to describe participation from three viewpoints.

1. Dimension of participation that is concerned to the form of participation, the set of individuals involved in the participatory process, the segment/group (students, farmers, housewives, pensioners, salaried employees, unemployed and merchants) involved and the various features of how the process is occurring.
2. Mode of community participation that shows the characteristics (either on individual or group mode) of people's cooperation for the decision-making and/or implementation of the issues of the development association.
3. The context of participation that focuses on the nature of local development projects and the pattern of actual participation.

The research is more interested on some of the dimensions of participation that is derived from Cohen and Uphoffs' participation framework. For specifying the area of interest of this study, brief overview of what forms of participation, who participates and how participation is taken place are described as wrote by Cohen and uphoff (1980). Also identifying what mechanisms or techniques have been employed by the development association for community engagement is described base on the Ewing 2003 as cited in Solomon, 2007:35, tools by combining the four levels of participation outlined by Leach, S., and Winfield, M. (1997).

Form of participation shows whether participation is occurring in cash or in kind contribution. Participation in cash contribution could be the involvement of people in paying the membership fee or contributing cash pledged in special resource mobilization programs. People's participation in kind is emphasis on the contribution of material and non- material assets which is required by a certain project or pledged in telethons and other resource mobilization programs.

The classifications of the participation are based on the assumptions of Oakley (1991), Clayton *et al.* (1998), Heck (2003) and Yeraswork (2000). Thus, participation here is emphasis on the contributive and collaborative (involvement) aspects of the community for local development activities of the organization.

The stages of projects where by the level of the community participation to be rated is based on the review of the project documents of various international donor agencies and the development association's (HDA). Thus, it is framed in to five stages: problem identification, planning, implementation, monitoring and evaluation and the stage of managing and taking corrective actions. In these stages, the community participates by decision-making or doing the activities (implementation). The involvement of people in decision-making is considered in terms of organized community groups' intervention in substantive activities during the operation of the projects. Participation in implementation could be in terms of contribution of resources, administering and coordinating efforts and management of projects.

Participation in terms of resource contribution can be material, idea, labor or cash contribution for accomplishment of development projects. Participation in coordinating efforts and administering projects as member of the general assembly, board of trustees; they can be members of cell association and woreda advisory committees established for coordinating efforts and administering projects.

Who participates?

Who are participating in development intervention is another dimension of that participation can be assessed in development interventions. The participants can be the students, farmers, merchants, house wives, unemployed and salaried employees or elders, women, adults, and youths are some of the variables that need attention in analyzing who participates. The who participates aspect of the community is delimited on the local community who are living in the Hadiya Zone and which are participating in the issues of the development association(members and allies). However, those non-participants in the locality and the external community who are living outside of the zone are not much taken as an issue of the study.

How participation occurs?

This study, thus, tries to assess the participation in different stages of projects –from problem identification up to the stage of managing and taking corrective actions after the termination of a project.

By way of doing so participation is assessed from what to contribute and who involve dimension. From what form of participation in decision making, participation in resource contribution, involvement in membership structures forums and management of projects are viewed in the study. From the viewpoint of who participates the topic of the research specifies the participation of local residents, and background characteristics particularly of age and participants of the HDA (either a member of allies) has given an attention in assessment of community participation. In addition more of the measurements in addressing these dimensions rely on quantitative indicators. The challenge of community participation in development interventions are described based on the assumptions noted in RCIP (2002). For the sake of discussion, they could be classified as internal (organizational) and external challenges.

2.1.8 Challenges and barriers of Community Participatory in Development

As noted in RCIP (2002), some of the common potential barriers and challenges individuals and community organizations face in community engagement can be: lack of understanding of the participatory development, lack of community resources, reliance on volunteers, lack of access to information, absence of rural representation and certain community groups in the decision-making process, relationship between institutions and rural communities and time and policy timeline restrictions.

The practice of ideal “participatory development” approach is contingent on the national environment to a large extent. The national political, social and economic setting provides strong positive impulses for the practice of “participatory development” approach in general. Out of the World Bank discussion group on how governments can work more efficiently with NGOs to promote “participatory development”, Huque, (1992) has rendered characteristics of participatory government to be one that, recognizes and provides for basic human rights; supports the plurality of organizations (political group, NGOs, unions, private sector groups, and so on); is accountable; is open with information (especially about development schemas undertaken in the name of the people); enforces the rule of law; and is open to a two way interview with citizen.

The economic and political stability within a country is a critical determinant of the practice of participatory approach in development in a country. Stable economy permits participatory practice is one from the capabilities of the people to devote resources and time or self-dependence orientation. In his proposal to the world bank discussion group, Smith Lahiri has explicitly warned the risk of internal unrest and conflict between governments and citizens as a result of the promotion of participatory ideas and proposed the need for the parallel responsibility the Bank should play to protect the people placed at the risk in this conflict at the international forums (Lahiri, 1992).

The extent to which the national media is engaged in reinforcing participation by creating awareness of the peoples to involve in their development is also important determinant (Ditchter, 1992). Knowledge and information that give the people an idea of what their rights and responsibilities are also crucial to make participation a continuing activity (Mathur, 1986). Given these constraints, NGOs have relatively wider opportunities to exploit, for the practice of participatory development approach because of the values indigenously ascribed to them. They are ascribed with better capacity to reach rural poor in the remote areas; to promote local level participation; to operate on low cost; and to innovate and adapt (Cernea, 1982). They are assumed to be an embodiment of popular will and agents of civil society (Agbakoba, 1993). The acceptance of their claims of being, participatory in their approach, work with the poor, empower them, and help them to be self sufficient in a sustainable way; efficient, independent, non-bureaucratic, highly transparent, suitable for local institution building and capable of delivering development (Tegegn, 1994).

The descriptions rendered above imply a favorable image of NGOs that has built over the years and therefore, it is strong opportunity for practicing authentic people's participation. However, NGOs practice of "participatory development" has also been constrained by limited replicability of their activities; limited self-sustainability of NGO sponsored projects; limited technical capacity emerging from restricted technical feasibility analysis and weak databases of NGOs projects; and lack of broad programming context of NGO projects (Cernea, 1988).

The barriers and opportunities for the promotion of “participatory development” at the local level have long been dealt with in much of the development literature. Mathur, (1986) for example, has stated that the assumption that, the ‘peasants were happy with things around them and they had no aspirations to change their ways’ implying that, participation does not generally fascinate many rural poor. He has however argued against this assumption stating that, lack of interest in participation is a result other local level constraints, viz., past experience with government agencies; circumstances of the poor that makes them feel inadequate to stand with others and preference to seek help from their families, landlords, money lenders, and from anyone who may be a friend in need; low level of awareness of the services which exist for them in their village; monopoly of the contacts with outside agents by the elite; and the fear in competing with the powerful for benefits which the contacts bring.

Other writer, Huntington and Nelson, (1982) also have rendered three basic reasons inhabiting participation by the poor, as cited in Mathur, (1986:33). These reasons are: lack of resource (adequate information, appropriate contacts, money, and often time); division by race tribe, religion or language, income status, or place of birth among low income strata; and the tendency to expect request or pressure on their part, whether individual or collective, to be ignored or refused by the authorities for the very experience that their attempts may provoke governmental repression or prompt reprisals from the private interest threatened by self assertion of the poor. In such a situation those in the margin of subsistence are more vulnerable to the threats from employers, landlords, or creditors.

The existence of local organization is often considered as an important local level opportunity for the practice of participatory development approach, in the sense that the existence of local organization provides the experience to start with and the basis to build on. However, even if local level organization exists, it may not function well to uncover the needs and priorities of the poor in the village. The poor simply lack necessary skill in organizing and managing of their affairs collectively because of the differences, which the powerful can make use of against the organization of the poor when its economic or political interests are threatened (Esman and Uphoff, 1986).

CHAPTER THREE

3. Profile of Hadiya Zone and Hadiya Development Association

This chapter provides a description of the salient features of Hadiya Zone and Hadiya Development Association (HDA) which are selected for this study. Hence, relevant aspects that have close link with the above two issue are described below.

3.1. General Profile of the Hadiya Zone: An overview

It is one of the 13 zones and 9 special woredas in Southern Nations Nationalities and Peoples Region (SNNPR). It was divided into 4 woredas when it joined willingly the SNNPR namely; they were Lemo, Soro, and Badawacho and Misha Woredas. Later on, in 2006, three new woredas were included. These were Shashogo, Duna and Gibe and they enabled to promote improved administrative and political leadership. The zone was re-arranged and three new woredas, namely, Mirab Badawacho, Gombora and Ani-Lemo and Hosanna Town Administration were included. Now, the zone has a total of 10 woredas and one town administration as administrative political unit of the zone. It has dense population distribution with different agro-ecological areas having different climatic conditions. (HFEDB, 2009)

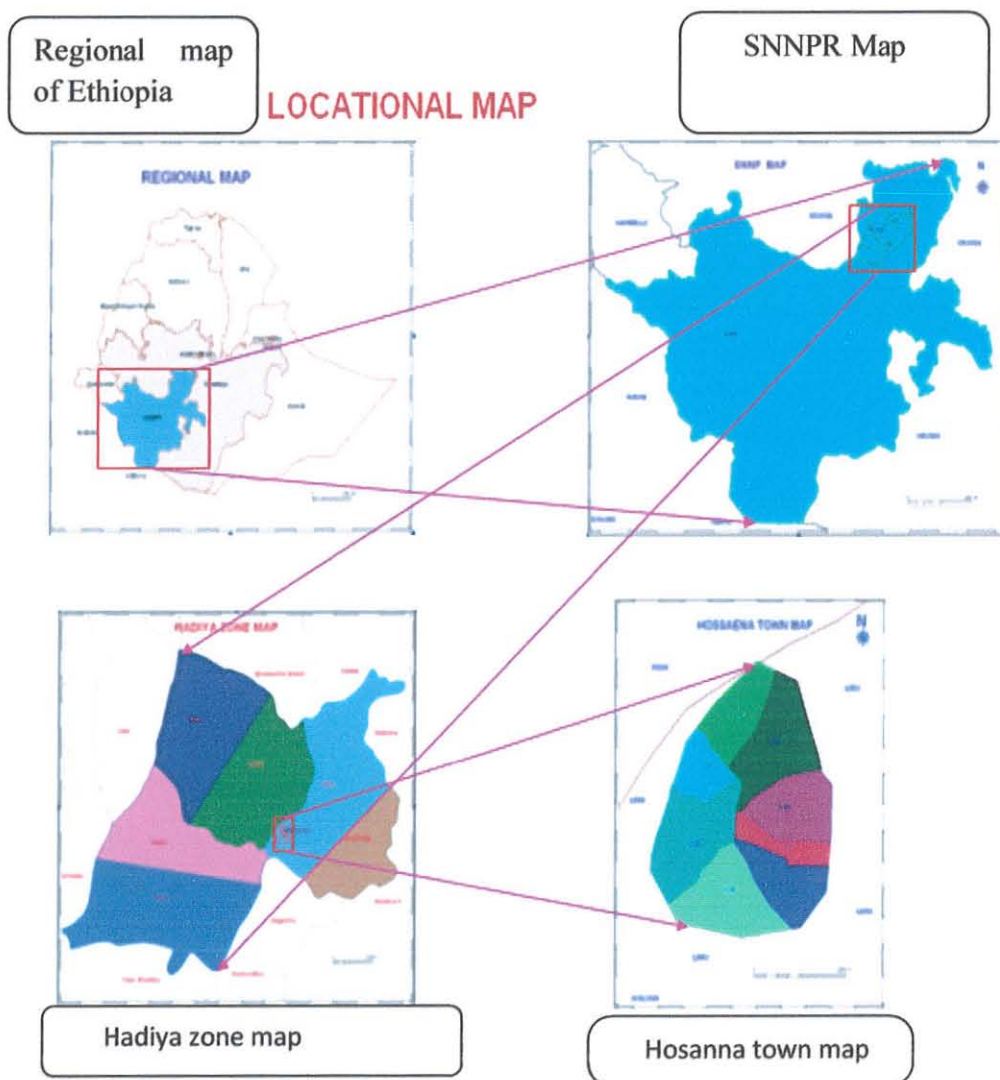
Hossana Town, the capital of Hadiya zone was established as a municipality in 1950. Currently, it is one of the 22 reform town in SNNPR and has got a second grade status similar to that of Dilla, Arba Minch, & Wolayita Sodo. Being an administrative capital of Hadiya Zone, Hosanna has provided a base for many public and private institutions that operate in the zone. In addition, the town has functioning as a centre for Lemo woreda (one of the ten woredas found in the zone). It is also a major transportation node, being at the centre of six national and regional transport routes. Since May 2008, the town has been laid under town administration with three sub-cities and eight kebeles (HFEDB, 2010).

3.1.1. Location of the Zone

Geographically, Hadiya zone is located roughly at the margin of the great Ethiopia rift valley at the western fringe in the northwestern part of SNNPR. In the North West, it shares common boundaries with Oromia region and Yem special woreda. The zone's neighbors in east and northeast are Halaba special woreda and Silte zone and Kembata-Tembaro zone at its immediate south. But Wolayita zone at the near far is the neighbor of detached two woredas, Misirak Badawacho and Mirab Badawacho. At the south east beyond Bilate river, inland boundary of Hadiya zone is Oromia region (Abinet, 2011:15).

Latitudinal and longitudinal extension of the zone is roughly between 7°07'-7.92'N and 37°29'-38°13'E. The zone is totally situated north of the equator. It is also found in the east of the Prime Meridian. Because of the zone's situational location at tropical high land, climatically it resembles mid-latitude countries. Therefore, Hadiya zone is greatly influenced by location factors. Besides, Hosanna town is located south west of Addis Ababa 232km via Alemgena-Butajira route, 280km via Wolkite route, and 305 km via Ziway. It is also located 168km away from Hawassa via Halaba-Angecha and 203km via Halaba-Durame. Astronomically, the location of Hosanna is 7°15'00" North latitude and 37°50'30" East longitude. The administrative area of Hosanna town is 10,414.3 hectare and its planned boundary is 4,585.48 hectare (Ibid)

Fig.3.1. Location map of Hadiya zone



Source: Abinet, 2011

3.1.2. Administrative divisions of the zone

Recently, Hadiya zone has a total of ten woredas and one town administration with various numbers of rural kebeles and small towns as indicated below:

Table 3.1 Administrative Divisions of the zone

No	Woreda	Capital	Number of kebeles		
			Rural	Urban	Total
1	Misha	Morsito	33	2	35
2	Gibe	Homacho	21	1	22
3	Lemo	Hosanna	33	2	35
4	Soro	Gimbichu	46	3	49
5	Ani-lemo	Fonko	27	1	28
6	Mirab Badewacho	Danema	20	2	22
7	Misrak Badawacho	Shone	38	1	39
8	Shashogo	Bonosha	34	2	36
9	Duna	Ansho	31	1	32
10	Gombora	Habicho	22	1	23
11	Hosanna Town Admn.	Hosanna	-	8	8

Source: SNNPRFEDO, 2009

3.1.3. Geographic Information of the Zone

The basic geographic information of different administrative divisions of Hadiya zone lacks uniformity. Thus, it has various features as indicated below. It is expressed in terms of mean annual temperature, mean annual rainfall, elevation, and astronomical location. Table 3.2 Basic geographic information of the zone

Woreda	Total area (sq.km)	Mean Annual temperature (0c)	Mean annual rainfall (mm)	Elevation(m)	Astronomical location (in degree)	
Hadiya	3652.20	12.6-27.5	801-1400	501-3000	7.07-7.92	37.29-38.13
Misha	363	12.6-20	1001-1200	1501-3000	7.51-7.88	37.66-37.92
Lemo	354	15.1-20	1001-1200	1501-2500	7.42-7.75	37.80-38.07
Ani-lemo	224.1	15.1-20	1001-1200	1501-2500	7.54-7.73	37.89-38.06
East Badewacho	307.7	17.6-22.5	801-1400	1501-2500	7.69-7.91	37.95-38.10
West Badawacho	150.2	17.6-22.5	1200-1400	1501-2500	7.65-7.87	37.85-38.00
Gombora	462.2	17.6-22.5	1001-1400	501-2500	7.48-7.70	37.45-37.77
Soro	706	17.6-27.5	1001-1400	501-2500	7.31-7.68	37.29-37.76
Shashogo	374.2	17.6-20	1001-1200	1501-2500	7.41-7.70	37.92-38.12
Duna	222.5	12.6-20	1001-1400	2001-3000	7.26-7.53	37.53-37.82
Gibe	447.8	17.6-25	1001-1200	1001-2500	7.56-7.79	37.55-37.76
Hosanna Town	40.5	15.1-20	1001-1200	2000-2500	7.30-7.35	37.48-37.52

Source SNNPRFEDO, 2009.

3.1.4. Population Distribution of Hadiya Zone

As the table 3.3 below depicts, in Hadiya zone, the highest concentration of the people is found in rural kebeles and lowest in the urban areas.

Table 3.3 Urban and rural population distribution in Hadiya zone

Sex	Urban Population		Rural population		Urban-rural population	
	Count	%	Count	%	Count	%
Male	79494	11.9	589860	88.11	669354	49.7
Female	74790	11.05	602061	88.95	676851	50.3
Total	154284	11.5	1191921	88.5	1346205	100

Source: SNNPRFEDO, 2009

In 2009, from the total population in the zone, 88.5% were rural population and 11.5% live in urban centers. Even though migration rate is not properly calculated in Hadiya zone, it's expected that there is high flow of peoples from rural settlement to urban centers due to development of urbanization and better supply of the services. Population distribution also varies from woredas to woreda depending on the size, the nature of the climatic and other condition of the woredas supporting inhabitants of that locality (SNNPRFEDO, 2009)

From the rest of all woredas in the zone, the most populated one is Soro, with a total population of 206,262 and the second one with the largest population is Misirak Badawacho with the total population of 186,947. Misha woreda is the third highly populated one with the total population of 134,620. In the zonal level (in all ten woredas) including Hosanna city administration, female population is slightly greater than male population. But in Soro, Ani- Lemo and Misirak Badawacho woredas male population is a bit greater than female population.

Specifically, the total population of Hosanna town was 13,467 and 31,701 in 1984 and 1994 respectively (CSA; 1984, 1994). Amazingly, within ten years time, the town's population has been reached 69,957 (more than double) (CSA, 2007). Based on CSA 2007, the population census result, the current population of the town is projected to reach 89,251, out of which 45,307 (50.8%) and 43,944 (49.2%) were estimated to be male and female respectively.

3.1.5. Economic Activities of the Zone

In developing countries including Ethiopia, primary economic activity particularly agriculture is the most widely distributed and predominant. The same is true in SNNPR including Hadiya zone. It is the basic livelihood for the people of which around 85% of the zone population engaged in crop production and animal rearing. Most crops grown in the zone is in subsistence level for domestic consumption by rain feed farming system. The major crops grown are cereals such as wheat, teff, maize and sorghum. Enset is also another plant used for subsistence (Abinet, 2011)

The majority of the people in Hossana town are running their livelihood by undertaking small and medium trade, government employment and farming in the surrounding areas. The major trade undertakings in the town include small scale trading and micro enterprises, hotels, retail trading, cereal marketing, flourmills, cloth making (weaving and sewing) and livestock product marketing. Regarding industrial activities, there are several flour mill medium scale industries in Hosanna town (Ibid)

Regarding its regional and urban economic base, the town's location as well as its economic linkage with other urban areas and its hinterlands makes it more attractive. There are three major spatial linkages with regional highways. These are: Addis Ababa and Ziway in the north east; Shashemene, Sodo, and Arba-minch in the southern; and Wolkite and Jimma in the northern directions. This makes trade/catering activities the first employment sector followed by public administration. Different studies indicate that the economic base of the town includes: trade, public administration, urban agriculture, transport, and other activities (Ibid).

3.2. Profile of the Hadiya Development Association (HDA)

In this section of the study, issues about local development associations in general and Hadiya Development Association in particular are highlighted. The overview includes the history of establishments, major development intervention areas, mission-vision statements, objectives and the local development achievements of the HAD are described.

3.2.1. Ethiopian Development Associations (EDAs): An overview

Following the overthrow of Derg's oppressive system in 1991 and with the institution of democracy and its corollary, the decentralization of government, a new development horizon has been seen in Ethiopia.

Ushered in has been favorable environment for communities to mobilize their human, material, financial and other resources including indigenous knowledge to eradicate poverty and bring about development to their localities.

In this struggle for development and the elimination of poverty, there is what we call development forces; in first place are the communities themselves taking central stage. The government charts the direction of the developments, designs the strategy and provides leadership; then investors enter with the entrepreneurship, managerial skills, technology and capital. Lastly, the EDAs have been established to fill in the gap. And these EDAs have provoked, in Ethiopian context, to be development forces to be reckoned (TDA, 1999 cited in Daniel 2011).

The new favorable environment encourages and facilitates the establishment of free and democratic development associations everywhere in different parts of Ethiopia. The establishment of free and grass root based associations such as DAs by community initiative is, in turn, the expansion and strength of the democratic system blossoming in Ethiopia. More importantly, survival of Ethiopia and its population is predicted in the democratic system, fast economic growth and broad development process in which the DAs have an important role to play. Taking advantages of enablement environment, communities in different regions of Ethiopia has chosen a new vehicle for their local development self help membership organizations-the DAs (Agidew, korner and Poeschke, 1997).The oldest of these is the Tigray Development Association (TDA), originally established during the civil war with the objective of political liberation, but gradually changed in to development and rehabilitation organization. Its success encouraged communities in other Ethiopian states to establish local development associations.

The major ones in addition to TDA are the Oromia development association established in March 1993, Amhara development association in May 1993 and the South Ethiopian people development association in June 1993 (Tegegne and Asfaw, 2003 cited in Daniel, 2011). These DAs, a new generation of grass root based development associations, home grown and indigenous, aim at galvanizing resources to assist and compliment a community development efforts. They play a vital role in accelerating developmental efforts by supplementing a community's demand for projects of an economic or social nature. DAs fill developmental needs that the government's another agency cannot. They created organized environments in which communities can do with their own efforts and endeavor. They provide favorable conditions to unleash the potential of communities and accelerate the country's economic growth (TDA, 1999 cited in Daniel, 2011).

Review of various documents of HDA shows, following the above pioneering development association, HDA was established in 1993 as zonal development committee. Then it had only temporary structure that let the intervention areas to be researched focusing on two major aspects of the locality. These were "What are the pressing problems of the zonal government's development objectives under the legal frame work of the national government so as the intervention of other development actors is required? And the other focus is what the potentials of the zone to be mobilized are?" Later on, 16 research papers were prepared considering four intervention areas namely agricultural development, industry development, mining development and human capital development. From February 16-19, 1994 in the discussion done with various community and zonal development committee representatives, human capital development had been prioritized as the front line intervention area of the HDA. The name Zonal Development Committee was also changed into Hadiya Development Association. Hence, it was emerged as ethnic based CSO in February 1994.

3.2.2. Establishment of Hadiya Development Association (HDA)

Hadiya Development Association (HDA) is an indigenous non-governmental and a not-for-profit organization working in SNNPR particularly in Hadiya zone. It initially emerged in 1993 as a Hadiya Zone Development Committee. Then after, it was re-established as ethnic based CSO in February 1994 enabled to contribute its parts in fighting against extreme poverty and backwardness of the zone (AR, 2010)

3.2.3. Local Development Intervention Areas of HDA.

As review of various documents of the organization and other CSOs documents depicts, indigenous development organizations in Ethiopia are very close to people and operate at the grass root level to enhance local development activities so as to bring about sustainable development at the community level. They also indicate the importance of civil society organization in the process of community based development programs and poverty alleviation strategies. Accordingly, as one of the ethnic based indigenous civil society organizations in SNNPR, HDA has involved in diverse local development interventions for many years.

Specifically, the primary focus of the organization is promoting human capital development (providing support for educational development activities, supporting health development programs including HIV/AIDS prevention and controlling, clean water development and sanitation services, environmental and natural resource conservation, supporting food security activities and encouraging infrastructure development) (HDAR, 1994).

The second focus area of the organization is supporting the realization of the development objectives government institutions in line of the sector's goal to fill the development gaps which could not be addressed by the government capacity. This intervention role of HDA is not well understood by the local community but it is boosting up the achievements of the institutions. However, this intervention approach is well known and welcomed in the place of donor agencies (Ibid)

The third focus area of the organization is working in identity area of the Hadiya people who established the organization. In this regard, HDA has working to develop and maintain cultural heritages, own history, language and values of the Hadiya's people through different mechanisms like provision of material and non-material supports. The other intervention areas are promoting job creation and income generating activities of youths & women, and supporting research and development activities of the zone (Ibid).

3.2.4. Challenges Faced in the Life of HDA

By acquiring legal body in 1994 from FDRE government, HDA has worked various local development activities through the engagement of Hadiya people living in the country (Ethiopia) and abroad; allies who are willing to participate in development activities of the organization and foreign fund raising. However, a few years before the organization emphasized on local development activities rather than building its organizational capacity. As a result, it had faced an organizational inefficiency. This condition exposed the organization for various embezzlements and as a consequence it faced different challenges including massive loss of regular participants in all regards and the community has developed a bad image towards HAD. All these problems together caused weakness of the community participation in the DA and down fall of the organization up till the rehabilitation in 2010 (HDASR, 2010).

3.2.5. Rehabilitation of HDA

After the down fall, the organization rehabilitated itself by identifying its weaknesses in cooperation with the zonal government and, later on, it re-mobilized the community starting from the zonal structure to sub-kebele level. This enabled it to take proper direction for the HDA's sustainability and to play its role of development interventions in the locality. By doing this, the organization had got resurrection in 2010 through unreserved contributions of the community from cash contribution to donation of members' blood (HDAFYSP, 2010).

3.2.6. Vision and Mission Statements of the Organization

🌟 Vision of the Organization

The vision of the organization is to see sustainable development, and better life of Hadiya's people through strong participation of members and allies as well to avoid extreme poverty and backwardness from the zone.

🌟 Mission of the Organization

The mission of the organization is to promote access to basic services, induce accelerated development, encourage participation of the community, strengthen own income of the organization and build up institutional capacity.

3.2.7. Objectives of the Organization

- ❖ To alleviate poverty and backwardness of the Hadiya people by promoting health, education and other infrastructural services.
- ❖ To promote and support all-rounded development efforts of the Hadiya zone to attain self-reliance by providing financial, material and technical assistance.
- ❖ To collaborate with governmental and non-governmental organizations working to the betterment of the livelihood of the grass root people.
- ❖ To develop and maintain cultural heritages, history, language and values of the Hadiya people.

3.2.8.. Major Local Development Accomplishments of HDA

Hadiya Development Association (HDA) is a community based civil society organization that was registered as a legal organization in the Ministry of Justice of the Federal Democratic Republic of Ethiopia in January 1994. Since its set-up, HDA has implemented significant number of projects using the resources pooled from different sources for the last 17 years. These projects improved the livelihood of a plenty of poor people and thus contributed to poverty reduction.

- ❖ Provision of development management training for different leaders starting from group levels.
- ❖ Organizing Hadiya's museum.
- ❖ Providing cultural costume and musical instrument for Hadiya's music club.
- ❖ Providing computers for government sectors by making the sectors cover only transportation cost.
- ❖ Providing training for community training facilitators.

⊛ Awareness Creation Activities

The organization has offered awareness creation activities for various groups of needy people in schools and youth centers on the following issues.

- ❖ Harmful traditional practices
- ❖ HIV/AIDS prevention and control
- ❖ Arranging campaigns for voluntary counseling and testing
- ❖ Changing attitude towards various anti-developmental activities.

Some of the awareness creation activities done by the organization are the following.

Figure 3.3 Youths awarness creation dialog in youth centers and schools



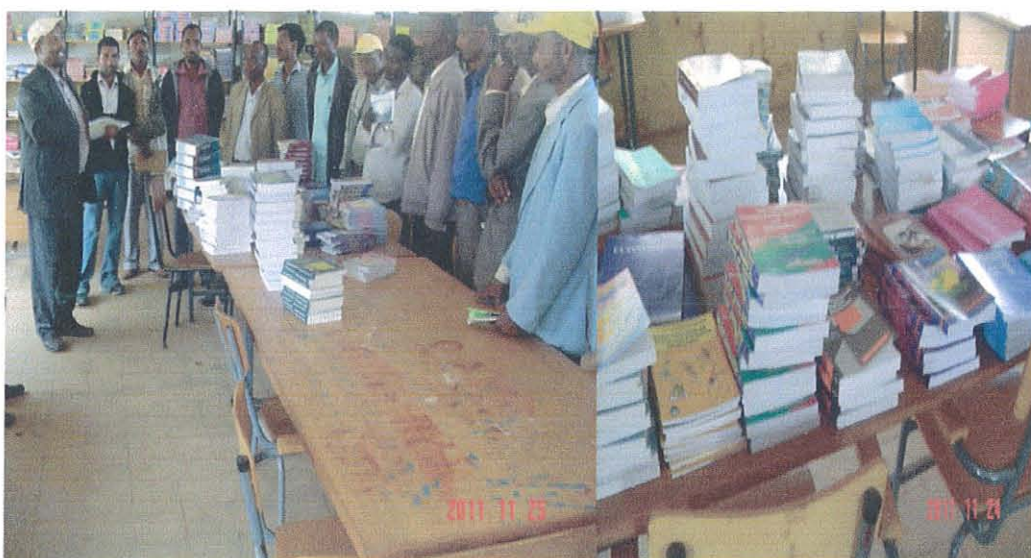
Source: IPHA project, 2011

In addition to capacitating its implementing capacity, in the past sixteen years, HDA has achieved the following list of local development activities in the zone. These activities were accomplished through cooperation of the community's and various development partners' efforts aimed to improve the life of the community by alleviating deep rooted poverty and backwardness.

✪ 3.2.8.1. Broadening Economic and Social Infrastructures

In this regard, construction of 3 new schools, expansion of 4 existing schools by constructing new rooms, finishing 1 secondary school, fulfilling furniture for 2 schools, supplying books for 3 secondary schools, construction of 27 potable water sources, construction of 1 road, and others are some of the fore front achievements.

Figure 3.2 Book handing over ceremony in Homacho Preparatory and Senior Secondary School



✪ 3.2.8.2. Zonal Capacity Building Activities

HDA is supposed to equip and strengthen its members in leadership, staff development, resource mobilization, planning and networking with different partners. Based on this prior mission, it has carried out different capacity building trainings and other related activities. Thus, it could upgrade the implementing capacity of the zone. Specifically, it has achieved the following development activities.

❖ **Rewarding and motivating activities**

- ❖ Providing reward for those secondary school students who joined university education by achieving higher result.
- ❖ Providing reward for those secondary schools and their teachers from where large number of students has joined university education.
- ❖ Covering transportation and other costs for those students having critical economic problems.

3.2.9 Future Development Areas of HDA

In addition to the current development achievements, HDA has the following list of development aspirations:

- ❖ Strengthening the structure by opening new branch coordination offices in the areas where peoples of Hadiya are living and classifying the members in to full and associate members of the DA.
- ❖ Increasing the income enhancing activities by developing various income collecting strategies and fund rising.
- ❖ Facilitating the information exchange mechanisms and letting the members and allies be ready for development by strengthening public relation activities in the organization.
- ❖ Resolving employees' shortage by recruiting and voluntary allocation.

CHAPTER FOUR

4. Data Presentation and Analysis

This part of the study is dedicated to presenting and analyzing information on the community participation in HDA. Specifically, the mode and level of the community participation in different stages of the local development activities and the engagement and contribution of the community in various membership structures are analyzed in detail. Also, the mechanisms employed to involve the community in HDA and the challenges and /or barriers that are inhibiting and / or inhibited the realization of active community participation in the development association are investigated in this chapter.

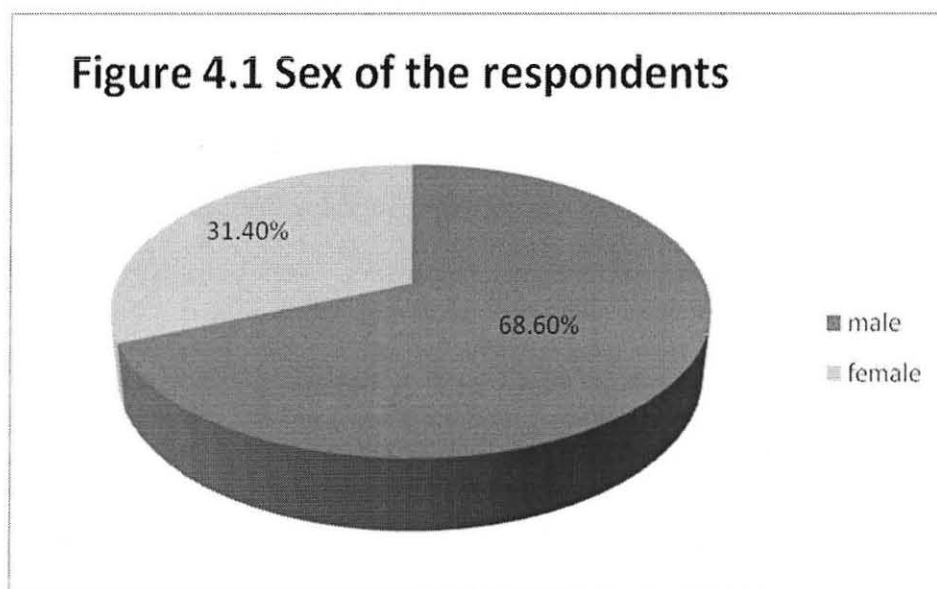
In addressing the above-mentioned discussion topics, data from a small-scale survey, key informant interview with the manager of the main office and branch coordinators and focus group discussion with the board of trustees are discussed. Furthermore, the data collected from secondary sources are used to substantiate the preceding primary data discussions.

4.1. Socio economic Characteristics of the Survey Respondents

People's participation is greatly determined by the socio-economic factors in which they are bound to live and adjust. As social theory implies, some of the social determinants for participation are gender, income level, level of education and person's influence in the society. Actually, socio-economic factors play significant role in shaping both participation and participatory outcomes. Age-old traditions like gender stratification, social backwardness, patron-client relation and so forth in the society may seriously inhibit the process of participation. Social exclusionary practices like gender inequality, ethnic factors etc. may undermine participation of certain groups particularly the women in decision-making (Gupte, 2004: 366 and Mohammed, 2010:25).

4.1.1. Sex of the Respondents

For ushering a balanced development, integration of cross-section of people irrespective of gender is a viable option. The rural society is predominantly patriarchal in which female participation in development activities is traditionally looked down upon.



Source: Field survey, 2012

As the above figure 4.1 depicts, from the total of 156 respondents 107(68.6%) of them are males and the rest 49 (31.4%) of them are females. Therefore, majority of the survey respondents in this study are males.

4.1.2. Age of the Respondents

The age category of the respondents was designed by considering the organizational regulation criteria where by the age limit fixed to be included in a membership of HDA and the likely age which enables to provide an appropriate data for the purpose of this study.

Table 4.1 Age of the survey respondents

Character		Frequency	Percent
Age of the survey respondents	<15 years	0	0
	15-30 years	53	34.0
	31-45 years	66	42.3
	46-65 years	22	14.1
	Above 65 years	15	9.6
	Total	156	100.0

Source: Field survey, 2012

Table 4.1 above depicts, 42.3% of the survey respondents are adults who are in the age range between 31-45 years. This figures (42.3%) shows that majority of the respondents of this survey are adults while the number of elders whose age is more than 65 years are very small (9.6 %).

4.1.3 Marital Status of the Respondents

While conducting this household survey no restriction is made regarding the respondents' marital status. It enabled to engage various socio- economic groups of the community to be included in the information provision for this study.

Table 4.2 Marital status of the survey respondents

Character		Frequency	Percent
Marital status of the respondents	Single	10	6.4
	Married	138	88.5
	Divorced	8	5.1
	Widowed	0	0
	Others	0	0
	Total	156	100.0

Source: Field survey, 2012

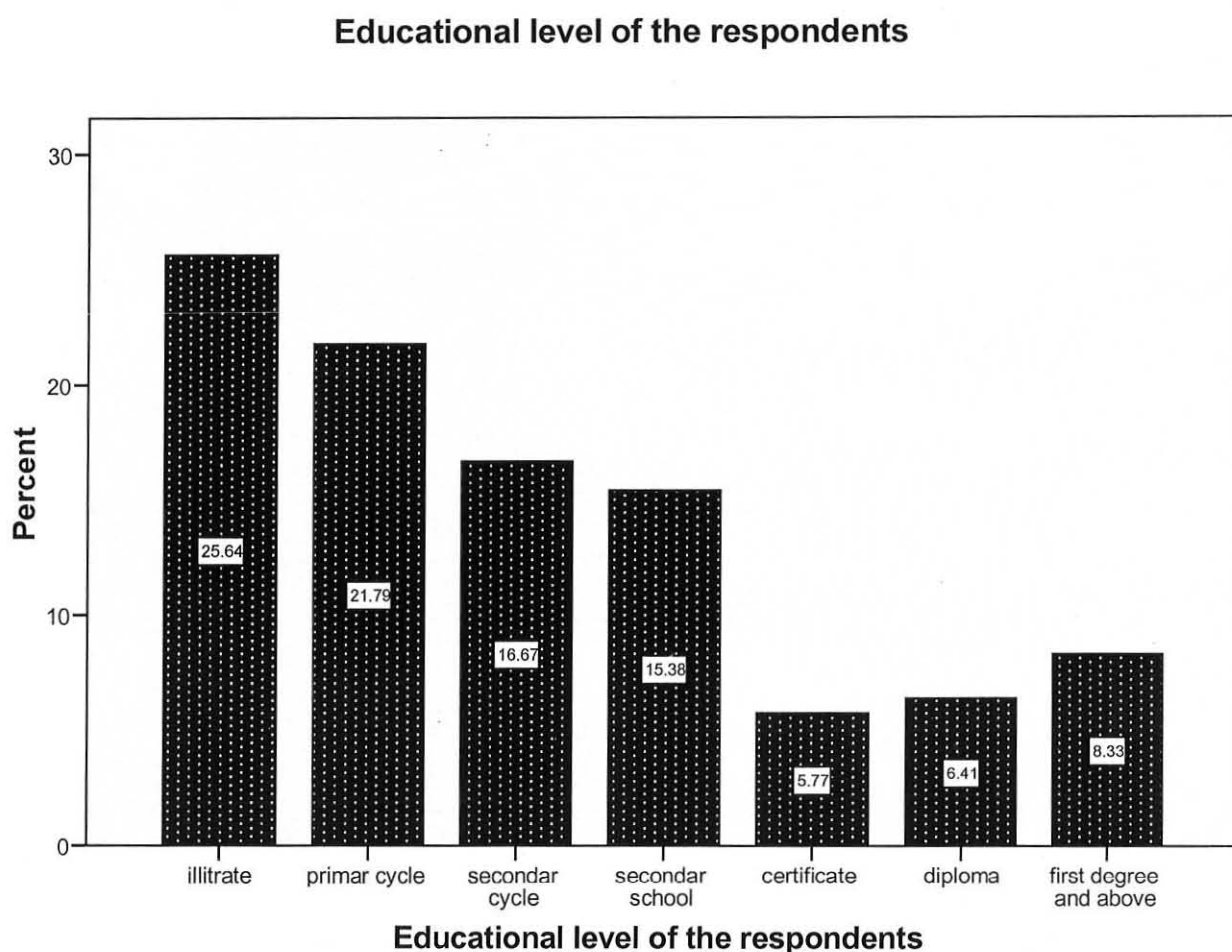
As the above table 4.2 depicts, the survey respondents' marital status is designed in the data collection tool (questionnaire) so as to fall in to single, married, divorced, widowed and if other, there is a room to include. As a result, 88.5%, 6.4% and 5.1% of the respondents are married, single and divorced respectively. Therefore, majority of the respondents are married while there are no widowed respondents in this household survey.

4.1.4. Educational Level of the Respondents

Education is the pass word to enter into the development intervention. So that, a meaningful participation in development project largely depends on the educational status of the community. Hence, to explore the level of participation of the people in development project, educational status is chosen as an indicator in this study. It is evident that illiterate people hardly understand the fundamentals of a project and thus their illiteracy is a great hindrance to their participation. They are often looked down upon as problematic as they more often cannot articulate their demands and put forward their opinions in a systematic way. Hence, their illiteracy is leading them to less participation in project cycle.

In the study community, since the diversity of education level of the community may have the above situation on the participation level of the respondents in the local development interventions, the sample respondents' education level is included by designing the tool as follows:

Figure 4.2 Educational levels of the respondents



Source: Field survey, 2012

As figure 4.2 shows, 25.64 % of the respondents are illiterates. The rest 21.79%, 16.67%, 15.38%, 8.33%, 6.41%, and 5.77%, of the respondents have reached primary cycle, secondary cycle, secondary school, first degree and above diploma and certificate levels respectively. Therefore, majority of the respondents are illiterate that cannot write and read.

4.1.5. Classification of the respondent in to membership structures of HDA

Hadiya Development Association has different membership structure which includes students, merchants, farmers, house wives, salaried employees, pensioners and unemployed groups.

In this study, different community groups have various aspirations and opinions and also the organization (HDA) has different membership structures for the following community groups so as the researcher has classified the survey respondents' in to the following categories based on the membership structure of HDA.

Table 4.3 Classification of the respondent in to membership structure of HDA

Character		Frequency	Percent
Classification of the respondent into membership structure of HDA	Students	5	3.2
	Merchants	11	7.1
	Farmers	56	45.5
	House Wives	31	19.9
	Salaried Employees	23	14.7
	Pensioners	2	1.3
	Unemployed	13	8.3
	Total	156	100.0

Source: Field survey, 2012

As depicted in table 4.3 above, sample respondents from the various groups of the community are engaged in this study. From those the majority (45.5%) of the respondents are farmers. The participation of the House wives, students, merchants, salaried employees, pensioners, and unemployed are 3.2%, 12.8%, 7.1%, 14.7%, 1.3% and 8.3% respectively. Hence, it is possible to say that the participation of merchants and pensioners is fewer than the rest groups' of the community. This could be because pensioners are scarcely distributed in the study community even though they create less resistance in providing an appropriate information while merchants are many in number but they create more resistance in providing information in that they appoint the data collectors frequently but they were not honest to their appointment or /and they are not interested to stay much with the data collectors to fill the questionnaire. These conditions made the two groups not to be significantly involved in the process of data collection.

4.1.6. Ethnic Category of the Respondents

Hadiya zone is one of the multi-ethnic zones in SNNPR, where peoples from different ethnic groups are living together by sharing various cultural, economic, social, and political elements of the locality. However, the more dominant one is Hadiya and the other well known ones are Kembata, Gurage, and Silte.

Table 4.4 Ethnic category of the survey respondents

Character		Frequency	Percent
Ethnic category of the sample respondents	Hadiya	112	71.8
	Kembata	5	3.2
	Gurage	7	4.5
	Silte	10	6.4
	Others	22	14.1
	Total	156	100.0

Source: Field survey, 2012

As depicted in table 4.4 above, 71.8%, 3.2%, 4.5%, 6.4%, and of the respondents are from Hadiya, Kembata, Gurage, and Silte respectively. The rest 14.1% of them are from others such as Amhara, Wolayita and Alaba. Therefore, the majority (71.8%) of the sample respondents are those from Hadiya.

4.1.7. Income Source of the respondents

In a traditional society, income level of a household or a person is considered as an important criterion for judging one's ability. Similarly, to assess the extent of participation of a community in development project, income level as an indicator is chosen in this study. The household survey indicates that the sample respondents of this study have diverse income sources and more heterogeneous among urban inhabitants than that of the rural ones in their monthly or yearly income. Thus, the respondents with the monthly income of less than hundred (27%), hundreds (42%), and thousands (31%) are paying equal amount of fee levied to a specific community group (students, merchants, salaried employees etc).

That means, there is no relation between the income level of the respondents' and the amount of membership fee levied to be paid by various income groups (e.g. in membership fee contribution, both the rich and the poor from same community groups contribute equal amount). The membership fee structure levied for various community groups is indicated in table 4.6 of this chapter below.

4.2. Participation of the Community in HDA

In this study, the researcher focused on community participation as not only contribution of resources but also involvement in different decision-making and implementation structures of the organization which require the collaboration of the community in both individual and group modes. Therefore, the local community's participation in various expressions is discussed in this part of the study.

4.2.1 Membership fee contribution in the community.

Membership structure of HDA has involved different groups of the community: salaried employees and merchants who pay the membership fee per month and farmers, students, pensioners, house wives and unemployed who pay the fee once in a year. Recently, the organization has developed a new membership structure to include all inhabitants of the zone and institutions to ensure the participation of all stakeholders (HDAOR, 2011).

☼ Member ship structures vis-à-vis monthly/ yearly fee of the members

As described by the key informants, NGO employees and pensioners did not come into the membership structure but since 2011 unreserved activities have been employed to bring them in to the structure. However, engaging NGOs and their employees in the membership of the HDA is relatively tiresome in all woredas of the Zone because they usually make most of the communications in their single line than making close horizontal linkage with the HDA. And, unlike that of the GOs and their employees, NGOs organizational structure is relatively less conducive for horizontal cooperation with other local institutions.

As a result, the involvement of NGOs employees is very low. However, they are equal beneficiaries of the HDA's local development achievements with that of other members who are actively participating in the organization. Therefore, enables to inscribe them to play their role in the organization's local development interventions as well as to influence the organizational sustainability, convincing them should be a forth coming activity of the HDA.

✿ **Registered members' vis-à-vis residents**

In this part of the discussion, the researcher is dedicated to investigate participation of the community in the development association as an involvement (being registered member in the membership structure). Hence, formally registered members versus total residents and their difference in all coordination areas of the country are computed in the table below.

Table 4.5 Registered members of HDA vis-à-vis residents in the locality

HDA branch office		Member's category					
		Salaried	Merchants	Farmers	Students	Pensioner	H.wives & unemployed
Hossana	Resident	745	1022	-	10035	-	-
	Member	96	354	184	35	-	-
Lemo	Resident	1324	152	19990	7668	-	-
	Member	104	-	8903	-	-	-
Ani- Lemo	Resident	817	167	11099	1288	-	-
	Member	188	2	11325	276	-	-
Gonbora	Resident	787	71	10591	876	-	-
	Member	1271	4	10601	2	-	-
Gibe	Resident	865	300	13852	200	-	-
	Member	248	10	1691	62	-	-
Misha	Resident	1368	84	16625	600	-	-
	Member	41	2	17802	-	-	-
Shashogo	Resident	1163	288	16154	3398	-	-
	Member	449	57	15820	4	-	-
Soro	Resident	1801	400	21363	1750	-	-
	Member	515	1	18593	41	-	-
Duna	Resident	1045	130	13451	1440	-	-
	Member	176	2	1357	158	-	-
East Badewacho	Resident	1508	200	19570	200	-	-
	Member	1402	60	21578	209	1	-
West Badewacho	Resident	783	100	10042	500	-	-
	Member	211	2	9225	81	-	-
Zone centre	Resident	650	-	-	100	-	-
	Member	86	-	-	421	-	-
Hawassa	Resident	700	500	400	400	40	50
	Member	140	8	-	327	4	-
Dire Dawa	Resident	250	500	100	100	50	75
	Member	122	40	-	93	6	97
Addis Ababa	Resident	2000	1000	-	400	50	100
	Member	1326	134	-	44	-	-
Total	Resident	15806	4914	153237	30755	140	225
	Registered	6375	676	107403	1753	11	97
	Remaining	9431	4238	45834	29002	129	128
	Remaining/ Residents	59.7%	86.2%	30%	94.3%	92.1%	56.9%

Source: HDA's annual reports, 2010 and 2011

Note: Data of outside of the zone coordination areas is included in the table to indicate pensioners, house wives and unemployed are how much active outside the zone while dead in the zone.

As depicted in table 4.5 above, there is no homogeneity of the number of participants of different coordination areas/woredas of the zone. There is a great variation in number of participants (members) in different membership structures in woredas. In all woredas of the zone except one member in East Badewacho, pensioners have not come into the membership structure. But they are actively participating in the coordination areas which are established outside of the zone (in Addis Ababa, Dire Dawa and Hawassa). A survey report in table 4.6 indicates, there are 1.3% pensioners in the study community that HDA has not been mobilized as well. However, as some of the key informants expressed that if the DA brought them in to the membership structure and mobilized as well they have good interest to participate in HDA than any other groups of the community do. This is because most pensioners were come from other areas where communal activities could be well practiced such as Wonji, Methahara, and Nuraela. So, they came up with good skill and understanding to working for community development and relatively good in the concept of participatory approach for common development. Thus, in all coordination areas of the zone, the DA has a great gap in mobilizing the pensioners in bringing them in to the membership structure of HDA.

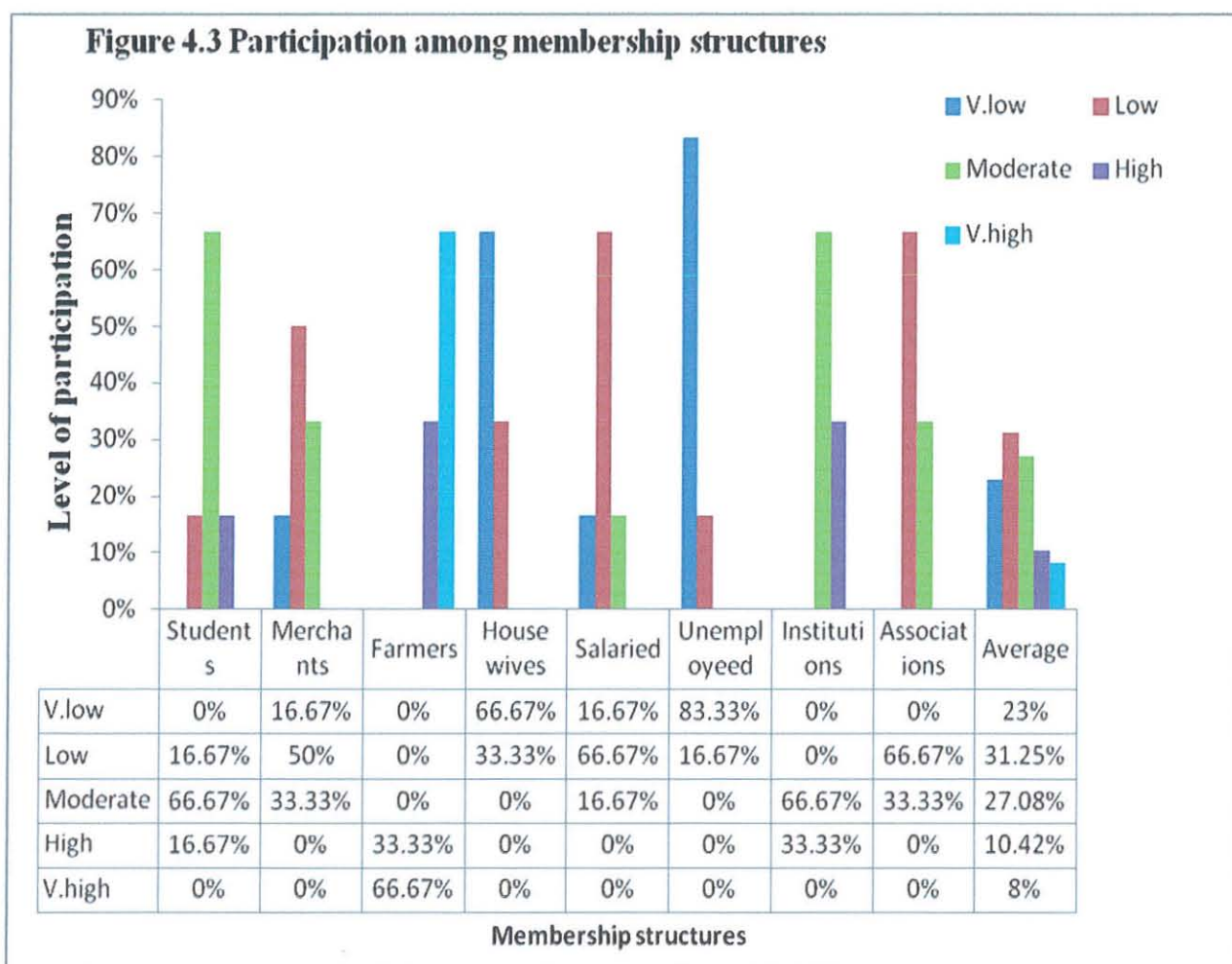
As indicated in table 3.1 of chapter three, every woreda of the zone has at least one small town where merchants are living. However, their engagement in membership structure is minimal in town centers of all woredas but relatively better in Hossana and Shashogo towns. Students' involvement is also very minimal throughout the zone. Of them, Lemo, Gombora, Shashogo and Misha woredas are relatively nil or almost nil. Therefore, the number of the community members who are not come in the registered members in the structures like farmers, salaried employees, merchants and students is 30%, 59.7%, 86.2%, and 94.3% respectively. (Meaning: only 70%, 40.3%, 13.8%, and 5.7% of the farmers, salaried employees, merchants and students respectively are formally engaged members; however, some of the also do not regularly pay the membership fee). Therefore, farmers are more active participants than any other group of the community throughout the locality. Salaried employees are the second highest group. However, in some coordination areas like Misha and Lemo woredas their engagement is relatively more minimal than the other woredas.

All key informant interviewees described that the reason why farmers' participation become relatively better than the rest of all groups is that their mobilization technique is more conducive to easily reach out them and they highly feel a sense of belongingness towards the organization.

Moreover, the farmers' pay a membership fee side by side with the payment of the land use fee for government. Associating these two fees together led the farmers' to be easily reached out so as to mobilize the local resources. Next to farmers, salaried employees have been involved better. This is as a result of associating payment of the membership fee with the employees' salary to be paid by pay role and assigning HDA's focal person in cell associations where the staff size is greater or equals to 20 members. About 75% of the key informant interviewees put forward their aspiration is that boosting up of students participation requires associating their membership fee with the payment of the school registration at the beginning of the school year which could help easily to reach out all students. If this strategy is viable, it is possible to increase the participation level of students easily and no more reluctance could be come in to existence in a year because students' membership fee is levied to be paid once a year (2 birr/year).

✪ Rating Community Participation among membership structures

In this part of the discussion, the researcher employed rating scales (very low, low, moderate, high and very high) to assess the level of community participation in different membership structures. Figure 4.3 below describes over all participation level of the community in various membership structures.



Source: Interview data, 2012

On the figure 4.3 above, majority of the response of interviewees show that the participation of student, merchants, farmers, housewives, salaried employees, unemployed, institutions and others associations is moderate, low, very high, very low, low, very low, moderate and low respectively. Thus, it is possible to conclude that participation of the farmers is very promising for the sustainability of HDA.

Accordingly, it is possible to conclude that there is a very wide gap of community mobilization in between different membership structures. So that, it needs the DA to maximum its efforts and commitment to narrow the gap (to promote homogeneity of participation among the structures') as well as to increase the average level of participation for all community groups.

❖ Opinions of the Respondents towards the Membership Fee

As indicated in the table 4.7 below, the membership structure of the organization is classified in to two: institutional and individual structures. The former one is expected to pay 100 birr per year where as the later ones' payment is not generalized as the institution's but only superficial aspects of the members are taken in to consideration from the very beginning.

Table 4.6 Structures of member ship and the amount of levied fee

Type of member ship structure	Structured amount of the fee		
	Birr	Cents	Payment period
Salaried employees	5	00	Per month
Merchants	5	00	Per month
Farmers	5	00	Per year
Students	3	00	Per year
House wives and unemployeed	2	00	Per year
Pensioners	1	00	Per year
Institutions (GOs or NGOs)	100	00	Per year

Source: HDA's organizational regulation, 2011

The opinion of the respondents about the amount of the membership fee who are paying in line of the levied structure is assessed and tabulated below in this study. Thus, it is aimed to identify the response of the community towards resources contribution and recommendable directions for increasing the level of its contribution.

Table 4.7 Opinion of the respondents' towards the membership fee.

Character		Frequency	Percent
Do you feel that the amount you/ your HH have paying to HDA is sufficient to support the local development activities?	Yes	64	41.0
	No	92	59.0
	Total	156	100.0

Source: Field survey, 2012

As depicted in table 4. 7above, more than half (59 %) of the sample respondents replied that the amount they / their HHs are paying for the DA is not sufficient to support the local development activities as well as to ensure the organizational sustainability. The rest 41% of them expressed their opinion as sufficient. Those 59 % of the respondents, who said it is not sufficient, recommend the following directions to increase financial capacity of the organization.

About 30% of them replied there are a lot of community members who are not the members of the DA or who are registered members but not regularly paying the fee. So, the organization should devote its capacity to mobilize these community members prior to improving (changing) the base of the fee levied for all groups. Some 28% said that the DA should diversify its resource mobilization mechanisms by having establishments and assets which generate income such as hotels, recreation centers and others to create permanent income sources. Others 42% replied that since HDA has accomplishing a lot of local development activities, the organization should employ various options such as improving the base of membership fee; engaging all the inhabitants of the locality because the benefits are equal for all members and non-members and conducting a detail study on the fee structures should be given a priority. Because, the existing structure is over generalized and not considerable of various socio-economic characteristics of the members (e.g. the income level of two members in a similar structure).

✧ **Beneficiaries of the Development Achievement**

From about 94% of the survey respondents response, all key informant interviewees and focus group discussants opinion, it is possible to say that community participation in HDA has no distinctions drawn among various groups and types of personalities who are interested to participate by fulfilling the membership criteria of the organization. Every human kind is positively welcomed into membership roles to play, regardless of the ethnicity and prior community involvement, level of education, occupation, personal status, handicap, language, religion, or any other factor.

As it is described by about 73% (32/44 respondents) of non-Hadiya survey respondents who are participating in the HDA expressed their opinion, we are all made equal, that we have an equal right to share in the work and benefits of community enhancement and any activity of the development association.

❖ Membership Criteria in HDA

According to an article 6 (2) of HDA's regulation 2011, regardless of ethnic, religious and other disparities, any Ethiopian citizen who obeys the following organizational criteria can be a member.

Box 4.1. Membership Criteria in HDA

- ❖ Who believe on the organization's goals and objectives
- ❖ Whose age is more than 15 years
- ❖ Who accept regulations of the organizations and accept and implement ethical laws developed by the general assembly of the HDA.
- ❖ Anyone who could pay fees or payments decided by the members' senate.
- ❖ Anyone whose right is not banned by law

Source: HDA's organizational regulation, 2011

About 67% of the key informants described that the involvement of some board members who are not from Hadiya's ethnic group is one of the crucial manifestations for being the DA considerate to all community members who are seeking development of the locality. Therefore, the criteria is too broad and open to include peoples without any disparity so as to open the door for the organization in the process of increasing the number of participants as well as to realize effective resource mobilization in the locality.

4.2.2 Special Contributions of the Community

According to article 103(1) of the charities and societies proclamation number 621/2009, Civil societies organizations can engage the members and beneficiaries in income generating activities that are incidental to the achievement of their purposes and the proceeds of which shall not be distributed among the members or beneficiaries of the civil societies organizations and are used to further the purposes for which the society was established. Based on this constitutional opportunity, the DA had prepared various income generating telethons and other project specific resource mobilizations.

As described by the manager of the DA, the first special community contribution carried out in the life of the organization was telethon 1998 which was structured and run by SEPDA but 15,000 Birr was transferred in to the bank account of the HDA. In turn, it was invested for the purpose of construction and furnishing of Hosanna's town public library. In this special contribution, cash was the only resource collected through community mobilization.

The information given by the focus group discussants shows that the second special contribution conducted by HDA was the massive participation called "*participation for the rehabilitation of HDA*" that was conducted in 2009. The forms of community contributions (cash and kind) were very diverse beginning from cash contribution up to pledging for members blood donation. At the time, 6,700,000 birr was pledged to contribute but up to December 2011 about 4,139, 000 birr was entered in to the bank account of HDA. Its mobilization was broad based and well initiated but there was no well organized resource collection mechanism and proper plan. As a consequence, from community groups like Lemo woreda civil servants, Hossana town merchants and Soro merchants, the pledged resources were not properly collected because of the reasons like replacement of the existing board of trustees and organizational inefficiencies to follow up the collection processes. Moreover, the other resources collected in kind were not changed in to cash. Because some food items were freely consumed by the participants in the occasion of the telethon; some resources (e.g. cereals) were faced market problem and the others (e.g. oxen) were consumed by some individuals but yet not paid until the present days.

Having lesson learned from the above special contributions viability, HDA had declared the third telethon in 2011/12 so as to diversify the development interventions in the locality both in number and in type. This telethon is unique than the past ones by having detail implementation plan and organized committee who have been attending the issues related with the telethon's contributions. This task has been carried out in different tiers of the coordination areas beginning from the kebele level up to the zone inside as well as outside of the zone coordination areas (in Ethiopia and abroad).

Table 4.8 Pledged contributions in telethon 2011/12 and estimation of monetary value

Types of the pledged contributions	Estimation of contribution in birr		
	Amount		
	In Birr	Cent	Percent
Book donation for schools	550,000	00	0.41%
Medical service by doctors	25,000	00	0.019%
Road construction	10,000,000	00	0.746%
Construction of house for doctors residence	1,000,000	00	0.746%
Provision of dust bins for urban waste collection	20,000	00	0.015%
Support of any construction needed by HDA	300,000	00	0.224%
Provision of machineries (machinery rent)	50,000	00	0.037%
Construction of model high schools	21,000,000	00	17.67%
Cash contribution	101, 055,000	00	75.41%
Total	134,000,000	00	100%

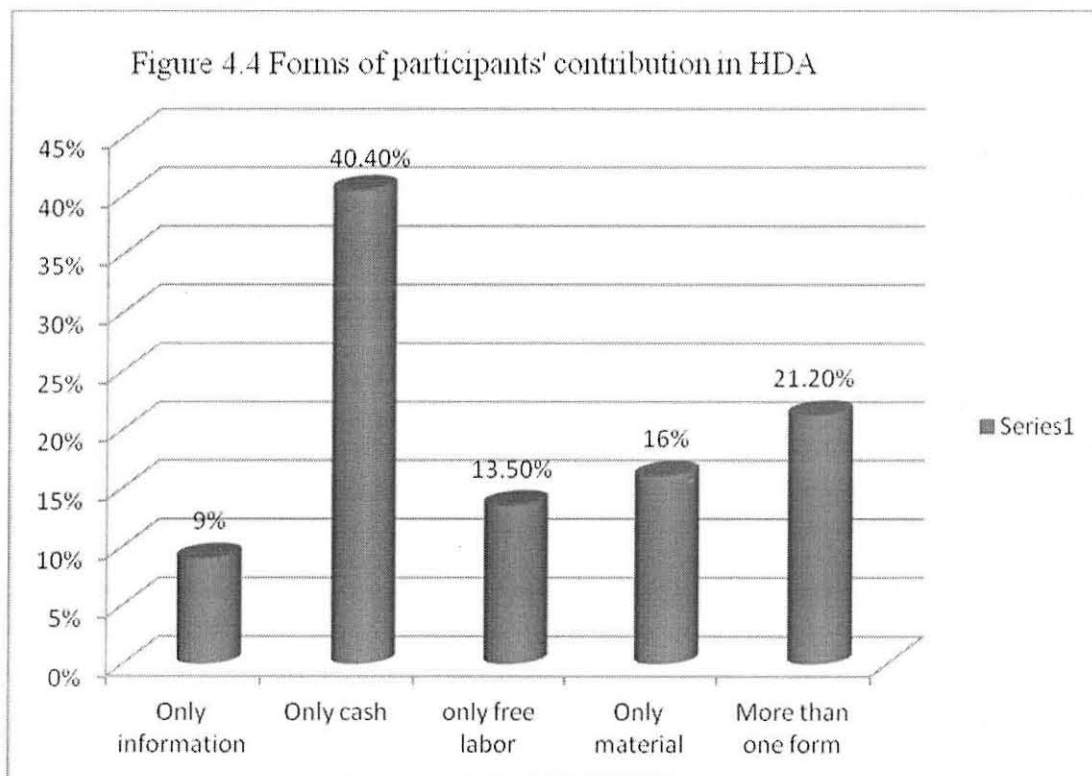
Source: Telethon's 2010/11 report

Review of the telethon's 2010/11 report and descriptions of the key informants' show that only 5,133,427.67 birr (1.984%) was interred in to bank account, H14 of the DA up till December 26/2011. The table depicts that the highest (75.41%) amount of the pledged community contribution is in the form of cash. However, the contribution was stopped after the collection of resources for only two months (on May and June 2011). This is because of the need to give priority for the national income collection program (for the purpose of Abay dam construction) which required every Ethiopian citizen's and others contribution in the country and abroad. As a consequence, for the time being, the organization has stopped the collection process of the pledge contributions but planned to re-start just after the termination of the dam's contribution. Therefore, overlapping of national income generating activity has an influence on mobilizing local resources by the DA.

4.3 Forms of Community Participation in HDA

Members are the ones who make contribution in-kind or in-cash on regularly (i.e. monthly/yearly) basis and membership contributions are the major source of Ethiopian development associations (TDA, 1999 cited in Daniel, 2011).

Review of various financial reports of the DA shows community contributions are both in-cash and in-kind forms. But the major form is the contribution of members' fee which is paid per month or per year. As described by the key informants and the focus group discussants, it is the routine contribution of the members unless they stop it because of various reasons like death, missing the organizational rules, and personal unwillingness to pay. Besides, the community contributes cash in not routine base (i.e. special contribution) when required for the implementation of various development activities in the locality. For example, during the construction and furnishing of the schools and health centers, cash contribution is imposed on every household of the kebeles which is in close proximity to the intervention to pay a fixed amount of cash (e.g. 100 birr/ HH for the construction of Dubancho primary school).



Source: Field survey, 2012

Figure 4.4 above depicts that the respondents contributed various resources. Specifically, 40.4 %, 16%, 13.5%, and 9%, of the respondents contributed only cash, materials, free labor, and information respectively. But 21.2% of the respondents contributed more than one form of resources. Here, the major (40.4%) form of community contribution which constitutes majority of the community is cash.

As described by all key informants and about 84% of the survey respondents', the non-cash resources of the community demanded for the implementation of different development projects are wood, cereals, land, free labor, stone, sand, straw and others which depends on the type of projects. For example: wood, land and free labor is required for the construction of rural roads and bridges; wood, straw and free labor is required for school construction and maintenance; cereal, oxen, and other food and non-food items is required for capacitating the organization by selling the resources in better price. Thus, HDA demands resources of the community beginning from the ideas of the community up to cash and other non cash resources.

4.4. Nature of Community Participation in HDA

According to Agedew and Hinrichsen (2002) cited in Daniel (2011:29), local development association as one of the self-help organizations can be seen against the following natures in community participation:

- ❖ Local development associations should originate from the people themselves without any involvement by outside elements. Here, the community participation is the base for the establishment of the organization.
- ❖ Local development associations should develop without the interference by any outsider. Meaning, the sustainability as well as the perishing of the organization is dependent on the people's participation.
- ❖ The people should identify their own problems without any interference by any outsider. So, the community is relevant actor in identifying and prioritizing its own pressing problems for intervention.

- ❖ The kind of aid for local authorities, the government or foreign aid agencies should be based on the people's knowledge and need. So, the involvement of the community is the space for outsourcing the financial shortage of the development association enables to search for fund.
- ❖ The people must participate in planning, designing, and implementation of the projects. The community is not only the room for the implementation of the projects but also they should be actors in realizing the achievements of the development projects in their locality.

It is believed that local people are the vanguards forces of sustainable development which it pursues to achieve and seek their willing participation in a wider perspective (ADA, 1995).

Accordingly, for local development associations including HDA, community participation is the life blood of the organization because, if the community did not participate, the organization could never be established. This is because of the nature that, people is the owner; source of budget, name, room for the investment (since the organization's primary intervention area is human capital development) and all about for the subsistence of HDA.

Having this nature, the organization demands engagement of all community members in the locality who fulfill the membership criteria of the organization. To achieve this aspiration, its organizational structure is open enough to include all inhabitants as a member of the DA irrespective of the ethnic and other variations. Not only a membership structure but also obtaining the benefit from the development achievements is equal for all inhabitants (for both Hadiya's and non-Hadiyas' and members, supporters and passive beneficiaries) of the locality irrespective of any disparity. This inclusive nature for participation leads to acquire ever increasing participants of different ethnic groups. The other nature of the organization is that it mobilizes all forms of resources (both in cash and in kind forms) of the community because the development interventions are diverse which demands various contributions beginning from elders blessing and tacit knowledge up to contribution of cash and other resources like wood, cereals, cattle and land.

According to the response given by the manager of the DA, one nature makes participation in the association unique is:

The local community feels that HDA is their own and it could secret their dilemmas than any other government and non government organizations. As a result, they hide some issues like health complexity to the health sector rather they are interested to inform to the DA. Because they feel that the DA could secretly resolve their problem since it is their own. One of the major indicators of this case is that Hadiya zone health office together with the Gibe and other woredas health office was searched for fistula patients in Gibe woreda in 2010/11 but no woman was expressed her problem to the health sector and it was reported to the regional office in a way that there is no fistula patient in Gibe woreda. However, the reality was the reverse and six fistula patients in the same woreda (Gibe) were expressed their problem for HDA in the assessment carried out in their locality in turn they got an appropriate treatment in Yirgalem Hospital.

This situation indicates that the community comes up with their secret problem towards HDA than even a respective government sector.

One feature that makes the nature of participation regarding human resource allocation is that HDA uses the employees of the government sectors, its permanently recruited employees and voluntary servants together. This is because the organization's financial capacity is yet not sufficient enough to occupy all the work positions by its permanent salaried employees.

So that, the employees come from other sectors to serve HDA receive salaries from their sectors but carry out the activities of the DA. Such kind of participation is based on the interest of the employees' and voluntariness of the government sector. Besides, not only the employees but also institutions themselves participate in HDA because the organization (HDA) demands the participation of both individuals and institutions. The other reason for the cooperation of sectors and their employees for working with the development association is that it closely works with other institutions which enable to support the achievement of the sectors' development objectives.

4.5. Modes of Community Participation in HAD

In Hadiya development association, the modes of community participations vary based on the purpose (i.e. can be arranged for some specific purposes) and project specific in which various funding agencies design their own modes. The common ones are participation in clubs (club of students, women, farmers and forest developers), cell group, development teams/ development committee and woreda advisory committee (WAC) are more common in the donor funded projects.

In addition to the above ones, the local community is involved in specific tasks of the DA that require the people from different category/groups of the community for various undertakings. Thus, the modes of community participations in different decision-makings and implementations of the DA are discussed as follows:

4.5.1 Participation of the People in the General Assembly

According to the response of the focus group discussants, general assembly is the collection of authorized participants who represent the stakeholders. Their composition includes 11 coordinators from the woredas of the zone, 6 people from the outside zone coordination areas, 132 people from all woredas of the zone and 18 people from government sectors. Therefore, there are a total of 177 people who represent the entire stakeholders having two meetings (one at the beginning of the year and the other at the end of the fiscal year) in a year.

The assembly has a supreme authority with the decision-making in developing and improving regulations of the organization, selecting and changing the audit committee, changing and establishing the main and branch offices of the organization, approving different annual budgets, evaluating development achievement and audit reports and making different decisions (on strategic issues, membership cancellation and add up, resources management). Thus, the assembly has great responsibility and decision-making authority. However, they are neither salaried nor part time workers but they have high commitment and initiation for the sustainability of the HDA as well as the local development too.

Therefore, the community in this mode has a highest decision- making role in the issues of the organizational development and the local development interventions.

4.5.2 Participation of the people in Board of Trustees

Next to the general assembly, the board of trustees has a great decision- making authority in different aspects of the development associations and it has a total of seven (7) members. None of them is paid any kind of payment for their own benefit. However, they serve the community's development activities since it is their own organization, their identity and their people. The board conducts two regular meetings in a year and other provisional meeting if there is a necessity. This committee is a part of the local community who is well aware of the zonal problems and alternative solutions so as to realize community engagement in the DA. About 83 % of the focus group discussants criticized their participation in this mode as:

We know what we have to do with the community especially in mobilizing the local community and other resources; however, there is a wide gap that needs to be addressed so as to realize active community participation for local development. This gap is created because of the lack of frequent board contacts and inability of us to work with the local community where both the problems and alternative solutions are embedded in it. This condition is basically caused by the involvement of very busy board members in the committee. It caused inability or overlapping of various meetings and other challenging conditions so that some members could not involved in the meetings of HDA. Furthermore, two (28.6%) of the committee members are living outside the zone (one in Hawassa and the other is in Addis Ababa) where it is difficult to get them in urgent organizational meetings.

Therefore, the participation of the community in this mode has a gap in early allocation of the members as well as working in close contact with the grass root community so as to ensure active community participation in the locality.

4.5.3 Participation of the peoples in Basic Associations

As reviewed from the association's regulation (2011), enables to administer the members and to coordinate the participation of the community, HDA has established basic associations in all woredas, kebeles, outside the zone coordination areas, in zonal sectors, sub-cities, and in all offices where the staff size constitutes more than 20 members. If the organization's staff size is small and the members are less than 20, they make an association with the nearby basic association. The basic association is led by the committee which is selected by the members of the association.

Box 4.2 Participatory activities of basic associations

The committee members in this mode of participation implement the following participatory development activities:

- ❖ Coordinates newly included members' participation in membership fee payment and other contributions in behalf of the basic association.
- ❖ Coordinating routine development activities assigned to the basic associations in kebeles and woredas and delivering report to the woreda coordination office in each month.
- ❖ Developing participation strategies which enable to increase sustainable members' participation together with different tiers of HDA.
- ❖ Organizing documents of new members and other development actors that are included in their basic association.
- ❖ Let make the members to get an identity card who have started membership fee payment after completing the registration process.
- ❖ Arranging the basic association's members meeting in each three month and
- ❖ Accomplishing other work assignments given in a woreda

Source: HDA's organizational regulation, 2011

4.5.4 Participation of the People in Development Clubs

Review of the project documents of the HDA shows, clubs are one of the modes of community participations which could be established for the realization of the objectives of the development projects. They are not similar in purpose as well as the formation. Meaning, they vary from one project to another. Thus, the well known club formations are women's clubs which participates in various income generating activities; forest developers clubs which grow and protect forests; farmers' clubs which promote various local development activities and students clubs which are organized to realize diverse development activities in school environment.

In this mode of participation different community members come together for the purpose of influencing the development strategies of various projects of the development association. Such clubs' formation and accomplishment of the mandated activates is based on the interest and initiation of the members to ensure effective achievement of the projects.

4.5.5. Participation of the People in Project Advisory Committees (PAC)

Such committee is established in kebele level. Its establishment has yet not been realized in some rural kebeles of the locality but found in only few kebeles where there is the implementation of the project activities like IPHE project areas (e.g. in Gibe woreda rural kebeles).

Review of the IPHE project report, 2011 and interview data with the Gibe woreda HDA coordinator show that formation of this committee is composed of 4 development agents, 2 health extension workers, 5 discussion facilitators, 3 local elders, 3 tribal leaders, 3 traditional hillers, 6 traditional birth attendants, 6 youths, 18 fertile women (who are in the age of giving birth), 6 church leaders, 8 kebele peace keepers and 5 kebele councils.

Thus, this committee has a total of 70 members having a regular meeting in every month whereby they discuss about the development gaps of their locality, plan things to be done, develop strategies for implementation and evaluate the achievement of the activities at the meeting in turn take corrective actions for the incontinence and plan other activities to be done in the next time up to the occasion of the next meeting. Therefore, the DA has a gap of establishing PAC in non-existent kebeles and strengthening in already established ones.

4.5.6. Participation of the people in Cell Groups and Development Teams

The manager of HDA says that cell groups and development teams are the community participation modes organized in grass root levels (Cell groups in kebele level and development teams in sub- kebele levels). However, yet not been actively functioning in majority of the coordination areas rather there is a beginning in the areas where donor funded projects have been realizing. In this mode, the grass root communities are involved and carry out different community mobilization tasks.

These activities include bringing the people in to the member ship structure, identify the grass root development gaps, coordinate the involvement of the people in different implementations, disseminate any information passed from the HDA to the grass root people, support various resources mobilization in the locality and carryout other activities given from the HDA main office.

The development association has a great gap in mobilizing and supporting these structures so as to function strongly throughout the locality in turn to steer the grass root community in all corners of the locality enables to ensure their development roles in collaboration with HDA.

4.5.7. Participation of the people in Individual Mode.

Review of the responses of the focus group discussants and key informant interviewees, the inhabitants of the locality as well as those who are living outside of the zone coordination areas and abroad are participating in HDA. In this mode, individual's usual form of participation is expressed by contributing the member ship fee.

The other non-routine forms of participations carried out are expressed by contribution of cash, free labor, ideas, cereals, cattle, land, woods, and other. An individual mode of participation in the community is influenced by various factors like demographic, socio-economic, cultural and others that related with the awareness and belongingness level of the individuals.

As indicated in table 4.5 of the preceding discussion large number of the community has not come in to the membership structure of the DA. Also increasing the participation level in this mode can act as a door for activating participation in the rest all modes of participation. Therefore, HDA is expected to invest much effort to bring the non- participants of the community into its membership structures.

From the preceding discussions of various modes of community participations, it is possible to conclude that their roles are very diverse and important for different decisions- makings and implementations activities. However, there exist different gaps as indicated in their discussions which are emerged from the side of both the local community and the organization (HDA).

Of them some of the critical gaps are lack of establishing homogeneous modes of participation throughout the locality, communication and capacity building problems, commitment problem of the people and weak mobilization strategies of the organization in different modes. Therefore, HDA should ensure the involvement of all community members at least on an individual mode so as every community member to influence the sustainability of local development interventions of HDA.

4.6. Levels of Community Participation in HDA

Review of various works in chapter two of this study indicates, different organizations classify development projects in to various stages/ phase where by the stakeholders are involved. In HDA, the major project stages where various levels of community participation is exercised are problem identification, planning (designing), implementation, monitoring and evaluation and stage of managing and taking corrective actions after the handing over of the development achievements.

In these project stages, the level of different groups of community participation vary based on diverse factors as discussed below. As the information gathered from the key informants' and focus group discussion indicates that the participation level of the community varies based on the nature of projects, funding organizations preferences and conditions associated with the intervention area and budget sources. For example, the projects funded by the DA are more suitable for the organization to engage the community because it has more decision- making authority in every stage of the project rather than that of the projects funded by donors. Because, in the second category, there are some restrictions and the grass root community direct involvement is minimal in some project stages like problem identification and planning rather the tasks are carried out by the professionals of the donors' or the respecting zonal sector.

However, in some development projects (e.g. education development, environmental protection, and clean water development activities) where the need is identified by the sectors and in turn budget support is given by the HDA for project implementation.

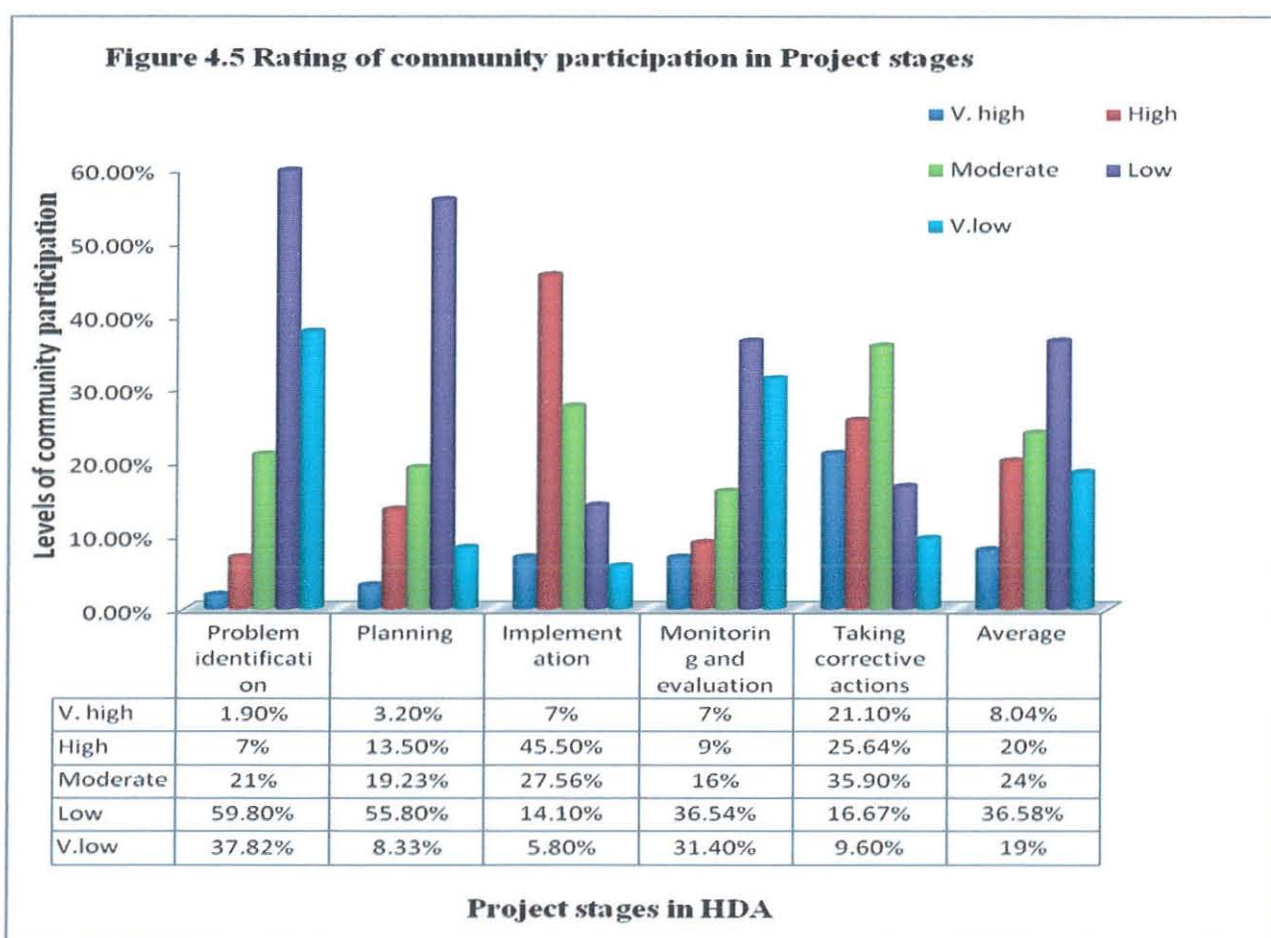
In this case the level of local community participation in different stages of the development activities is relatively high than the donor funded projects. This can be because, starting from the very beginning, the need and aspiration of the grass root people is addressed against the pressing problem of the locality by the ordinary residents and representatives themselves in the locality. Also, the people is interested to be involved on it because they value more for what they contributed and the local leaders' involvement and taking informal local governing rules are predominant on decision making.

4.6.1. Levels of Community Participation in Project Stages

The focus of most donors' attention regarding participation has been on the various phases of the project cycle-the period of time during which a project is formulated, then designed, negotiated with the recipient government, implemented, monitored and evaluated (Long, 2001:64 and Solomon, 2007).

Accordingly, HDA demands various degrees of community participation in the projects either funded by HDA or donor agencies.

Thus, as various project documents of the organization depicts that the major stages of those projects carried out either lonely by HDA or in collaboration with other donors are stage of problem identification, planning, implementation, monitoring and evaluation and stage of taking corrective action after the handover of the development achievements. In this study, involvement of the grass root community in the above stages of the projects is investigated in the below figure.



Source: Field survey, 2012

As observed on the figure 4.5, the level of community participation in different stages of projects is labeled in the table and then the averages for all components of the stage are computed.

Accordingly, the rating of the response of the household survey indicates that the level of community participation is low in project identification, planning and monitoring and evaluation but high in implementation, and moderate in the stage of taking corrective actions after the termination of the projects life time. Furthermore, computation of the average level of community participation in over all cycle of the projects is low. A detail discussion of the community participation in each project stage is described as follows:

4.6.1.1. Problem Identification Stage

It is a phase that many fundamental decisions are made regarding the overall thrust of the project. As figure 4.5 above shows the sample respondents who said the participation level of the grass root community in problem identification is very high, high, moderate, low and very low is 1.9%, 7%, 21%, 59.8% and 37.82% respectively. Therefore, majority (59.8%) of the respondents replied, the involvement of the grass root community in problem identification stage is low.

Focus group discussants' response shows less involvement of the grass root community in this stage is because in most projects which are funded by donor agencies, the local residents' participation is very minimal. However, respective zonal sectors' professionals carry out this duty of the projects by representing the grass root community. In some other projects, employees of the DA carry out the problem identification task and they include the problems in the project proposals but the final selection of the more needy grass root community for an intervention is selected by the funding organizations based on the data included on the proposal. In the projects which are initiated by local community, the grass root community themselves (project advisory committee together with representatives of the grass root community) prioritize their own problems in turn they asks HDA to support them by some resources like aluminum sheet, cash, skilled man power, furniture and others.

In few other projects, the grass root peoples are directly engaged in different structures/forums arranged by HDA and they influence the problem identification process of the desired project. Such involvement would help the community begin to develop a sense of ownership of the projects.

Therefore, there is no uniform nature of the grass root community participation in development projects of HDA so that there is the less room of community decision-making in problem identification stage of the local development projects.

4.6.1.2 Planning Stage

“Real development has not been achieved because in a top-down method, the demand felt by the people is not reflected and there is no participation and sharing of the people in making plans. In this context importance has been given in local level participatory planning as well as national planning” (NILG, 2003:225 cited in Mohammed, 2010:4).

Donor agencies report that participation of the poor in planning phase of projects is quite good. People understands that consultation in planning and participation are keys to project success (Long, 2001:68 and Daniel, 2011).

As indicated by figure 4.5 above, the sample respondents who replied the participation level of the grass root community in planning is very high, high, moderate, low and very low is 3.2%, 13.5%, 19.23%, 55.8% and 8.33% respectively. Therefore, majority (55.8%) of the respondents replied, the involvement of the grass root community on planning stage is low. This low level of the grass root community involvement in planning stage is because of some the people are not interested to be involved in different forums arranged for development planning. Also 14.8% of the respondents expect that development planning tasks could be solely done by well educated professionals but ordinary residents are not needed to be involved because they could not influence the projects implementation. Besides, in most projects (especially, in donors funded), the planning task is totally centralized and carried out by the professionals of HDA in the zonal office and latter disseminated for branch offices to be implemented.

Based on the preceding discussions, it is possible to conclude that HDA lacks proper planning where by the community members can easily be involved and plays their decision-making roles.

In support of the above discussions, Agedew and Hinrichsen (2002), and Daniel (2011:50) identified that local development associations in Southern region of Ethiopia have no proper planning which has providing an appropriate room for the involvement of the grass root community.

4.6.1.3 Implementation Stage

In general speaking, those involved in development recognize the importance of participation by the poor in the implementation phase of development project. A form of participation that has been more or less universally accepted is that expressed through cash contributions or in kind services to the project by the poor. This usually takes place in implementation phase. Cash or in kind services understood as ways to create a sense of ownership on the part of the poor, as well as obvious ways to cover some of the cost or carry out some of the work of the project. The assumption is that if primary stakeholders are not financially engaged in the project, they will not value the project's benefits or, in some cases, use or maintain them. However, if the primary stakeholders have any role in decision making of the activities of the project, the mere contribution of cash or kind do not suffice participation.

As indicated by figure 4.5 above, the sample respondents who replied the participation level of the grass root community in implementation stage is very high, high, moderate, low and very low is 7%, 45.5%, 27.56%, 14.1% and 5.8% respectively. Therefore, the responses of the majority (45.5%) respondents' confirm the involvement of the grass root community on implementation stage is high. This is because, in physical development activities like school construction, youth center development, road construction; clean water development and the like, various groups of the residents are interested to participate because the fruits of the development activities are observable and nearby to the local residents.

If the physical activities are required to be employed nearby, the residents' and the local authorities like kebele council are highly mandated for running the activities. As a result, it leads to high level of community participation in this stage.

Responses of 50% of the focus group discussants indicates that HDA enables to harness the community engagement in implementation stage the grass root community leaders employ various tacit knowledge and skills which are embedded in the locality and they employ the rules and regulations of the community which are not written but powerful in governing them. These rules may vary from activity to activity and locality to locality. Some of these regulations and decisions are banning those households or individuals who are not involved in the campaigns of development activities. For instance, those who have not participated in clean water development activities can be banned from benefiting from that water development.

The other regulation which is more common in the community is arranging a certain kind of meeting associated with the development activities to be held in the home of the household that missed the campaign. If the meeting is decided to be held in his/her home, he/she has to prepare something to be eaten. Therefore, for fear of this extra cost associated with the meeting, the local residents are highly engaged in the implementation activities.

The other reason for the high participation in here is that the stage is more suitable to include different marginalized groups of the community. As a result, elders' come and orient the adults in the development activities, women's prepare coffee and the rest adult people carry out the local development activities. For instance, in the case of development activities like maintenance of wooden bridges, maintenance of clean water hole, rural road works, forest development and youth centre development activities carried out in the rural community, the above strategy is practiced.

The following shows a portion of the local community participation in Hamola kebele forest development campaign:

Figure 4.6 The local community in seedling plantation campaign



Source: IPHE project document, 2011

4.6.1.4. Monitoring and Evaluation Stage

In any project, monitoring and evaluation should be well designed and systematically executed to achieve goals of the project (Fikre et al. cited in Abera, 2003:59). As experiences of donor agencies indicate, there is little participation of the poor in both earliest phases of project formulation and during evaluation. There is inadequate monitoring and evaluation of any kind going on in projects, let alone participatory monitoring and evaluation (Long, 2001).

As indicated by figure 4.6 above, the sample respondents who replied the participation level of the grass root community in monitoring and evaluation stage is very high, high, moderate, low and very low are 3.27%, 9%, 16%, 36.54% and 31.4% respectively. Therefore, the response of the majority (36.54%) of the respondents confirms the involvement of the grass root community in monitoring and evaluation stage is low.

Information generated from the focus group discussion shows, the DA employees some formal and informal monitoring and evaluation techniques which vary from project to project. Thus, there are weekly, monthly, quarterly and yearly monitoring and evaluation structures in the main office; however, they are not regular.

The involvement of the local community in these decision-making structures of the main office is very minimal but in the annual one, the representatives and those stakeholders who are interested to be involved can participate simply to provide information. Also, in few occasions, the board members and other committees structured in different tiers of the organization evaluate the development activities of the locality by conducting field visits.

In government institutions, the issue of the HDA is included as one of the agendas of a meeting where by the focal person of the HDA in the organization come up with the discussion points and later on the employees of the institution evaluates the achievements. Therefore, the decision-making level of the grass root community in this stage is low.

4.6.1.5. Stage of Managing and Taking Corrective Actions

This is a stage of community engagement after the termination or hand over of the project achievements for the final benefit of the grass root peoples and to be managed and owned.

As indicated by figure 4.6 above, the sample respondents who replied the participation level of the grass root community in planning is very high, high, moderate, low and very low are 12.12%, 25.6%, 35.9%, 16.67% and 9.6% respectively. Therefore, the response of majority (35.9%) of the respondents' shows, the involvement of the grass root community in managing and taking corrective actions stage is moderate. Of the key informants, the manager of the organization has classified the level of community participation in managing and taking corrective actions on the development projects as follows:

- ❖ The community is highly engaged on management and taking corrective actions of those projects implemented by HDA than the local government because they sense more belongingness for HDA's projects than the government ones.
- ❖ They highly engaged on management and taking corrective actions on those projects on which the community's resource is highly invested than the ones solely implemented by the funding agencies.

- ❖ They highly value and own the project achievements that are implemented and later hand over by the DA than the ones implemented by the support of HDA but handover by the government sectors. This is because when sectors celebrate the handing over program, the grass root community feels that it is purely done by the government budget. As a consequence, they feel less sense of belongingness than HDA did handover ones.

Therefore, awareness of the community in knowing whether the development activities are carried out by the development association or by others has a great impact on creating a sense of ownership in turn taking relevant corrective actions to ensure the sustainability of development. However, the organization carried out handing over of only one development achievement (Dubancho primary school) but the rest ones handing over had been carried out by other respective sectors. As it is quoted by the manager of the organization:

...HDA has no problem of who manages and own the development achievements after the termination of our projects unlike the other NGOs ones that had got no right owner (e.g. Hachemo, Gemedo and Bonosha kebeles clinics) in the locality. This is because the grass root community senses great belongingness as it is their own asset if they know being it is done by the development association.

However, the weakness of the development association is that it has achieved a great deal of development activities (refer 3.2.8 in chapter three above) but other government sectors arrange handing over ceremony and publicize as it is the achievement of respecting government sector (e.g. education, health, or other). This makes great gap in creating community ownership for the development achievements.

From the preceding discussions (i.e. participation of the grass root community on different project stages in section 4.8), one can conclude that the development association do not involve the beneficiaries in the activities of the projects as required. However, one can also understand from the discussion is that genuine participation of the stakeholders, especially the primary stakeholders' participation in projects is the cornerstone of project success, developing sense of ownership and ensuring the sustainability.

4.7. Mechanisms or techniques of community participation

As the review of various project documents of the development association and information gathered from key informants interview and focus group discussion show that a wide range of community engagement mechanisms have been employed for the involvement of community members in different development activities. These mechanisms employed by the organization are varied based on the purpose, the type of stake holders involved, and availabilities of the facilities. For the simplicity of discussion, the mechanisms or techniques are classified in to the following four levels which is based on the tools developed by Ewing (2003), Leach, S., and Winfield, M. (1997) as cited in Solomon (2007).

4.7.1 Mechanisms Employed for Education and Information Provision

To realize information sharing purpose, the organization uses the following mechanisms:

4.7.1.1 Printed Materials

- ❖ Writing letters for its different tiers and government sectors let the information to be disseminated to the grass root community.
- ❖ Publishing a bulletin called “*wijo metset*” and disseminating to different offices. Preparing brochures and distributing in the occasion of specific community forums like trainings, meetings, symposiums, and workshops.
- ❖ Making advertisement by posting notice on public notice boards so as to call the stakeholder for meetings (especially for general assembly meeting).
- ❖ Publicizing information about HDA in the SEPDA’s news called “*south net*” which is prepared in each three month.
- ❖ Having clearly written vision of what the organization want to do before it start the process (goals & objective setting, identifying the major challenges and developing a kind of road map to promote local development).

4.7.1.2. Discussion Forums

Discussion made with the key informants' shows the organization disseminates relevant information to the grass root community through arranging different trainings, meeting and other structures by own program or using structures arranged by other local institutions by making close contact with the offices. In these structures the representatives of the development association either from the main office or branch offices exists and makes discussion and/or disseminates printed materials (more of brochures) of HDA. Discussions and exchange of idea about the achievements of the development association and resources to be mobilized is discussed in these forums. Also dissemination of information about HDA in the umbrella development association (SEPDA) forum called *SHAFON* is the well known structures employed by the DA (HDAARs, 2004- 2011).

4.7.1.3 FM radios

As reviewed from written documents (mainly reports) of the organization, it is unusual to use this media but sometimes the organization disseminates (especially, through 'Debub' FM radio 102.7 in 2010 and 100.7 radio in 2010) various issues related with the local development intervention areas and major achievements that are attained in the locality. The language used to publicize the issues in the radio was Amharic, however, most of the primary stake holders to whom it was required to disseminate the issues listen only 'Hadiyas' language. As a result, communication gap had hampered the likely feedback that could have been forwarded by some rural community members (HDAARs, 2010 and 2011).

4.7.1.4. Field Visits

Sometimes, the organization employs field visit for observing different development activities in which the grass root people can easily be reached out while participating in local development activities. Such activities are like road construction, seedling plantation, compost preparation, and others on which plenty of people may work together. Meanwhile visiting the development activities, dissemination of intended organizational information is done by the field visitors of the development association.

4.7.2. Mechanisms Employed for Gathering Feedbacks.

The organization employs both formal and informal feed-back gathering methods after the dissemination of relevant information of the organization using the mechanisms indicated above in 4.9.1. The usual formal mechanisms are collecting feedbacks through telephone lines, conducting public meetings, and collecting grass root people's discussion reports. Also, the organization informally collects the feed-backs from the stakeholders in personal contact by approaching peoples in different occasions. As described by the manager of the organization, the DA (mainly the main office) has no limited stakeholders' consultation hour for the community but always the office is open and well comes the people who want to forward any issue concerning the development association.

In some case, the organization employs collaborative mechanisms in which people from different sectors and community groups can be organized and conducts feedback gathering activities in the locality (e.g. assessment of the fistula patients for treatment in Gibe woreda). Such kind of collaboration of joint committees with other stakeholders, representatives and formation of jointly working groups gives responsibility for implementation.

4.7.3. Mechanisms Employed for Consultation

As the focus group discussants' described, when consultation of the grass root community is required for the purposes like preparation of telethons, implementation of a new development project and others which require the community's response, the board members in some cases and others (the manager, project coordinators and woreda coordinators) together with the kebele leaders arrange consultative meeting in kebele level.

Then the kebele councils orient 'got' leaders let people from different groups (women, church leaders, local leaders, and others) to be involved in the occasion of the consultative meeting. Lastly, consultations are conducted with the participants of the meeting.

The community as collective cannot be expected to manage local development achievements and consultation can be difficult with all community members. So that, the DA do the best by involving them through institutions/organizations such as local leaders, Kebele grass root associations, kebele council, women's clubs, youths' club and woreda advisory committee. However, some (14.1%) of the survey respondents complained that the great gap in calling the community members for consultative meetings is that some groups (e.g. some local leaders, church leaders, kebele council executives, and some PAC members) of the community get frequent chance of involvement but the others get no chance to be involved in the forums (mostly women and elders).

4.7.4. Mechanisms of Community Participation in Resource Mobilization

As briefly described in the preceding discussions above (in section 4.2.1), the development association mobilizes various resources in routine and conventional basis. To mobilize the community resources in both bases, HDA employs various participation mechanisms.

4.7.4.1 Mechanisms Employed for Membership Fee Collection.

As described by the manager of the DA, the organization has a focal person in each local institution and kebeles that accomplishes the activities of the development association with the basic association. The DA distributes income collection vouchers to the focal persons and later on the members in all basic associations participate through contribution of their membership fee. However, in some sectors which have started payment by pay role, the finance office collects the fee at the time of the salary payment.

Information generated from the focus group discussants portrays that the gap in employing this mechanism is its lacking of homogeneity among local institutions (payment of the fee by pay role has been well practiced in only 32% of the local institutions but not started in the majority (68%) of the institutions).

4.7.4.2 Mechanisms Employed for Mobilization of Special Contributions

As described by the key informants and focus group discussants, the DA employs community convincing meetings after passing decisions by the general assembly and board of trustees but few decisions are made in the woreda coordination offices and kebele levels too. These decisions are made under the umbrella of the major decisions to ensure their implementations in the grass root level. To realize the decisions, tasks are decentralized to the representatives who exist up to the kebele levels and follow up of the activities and provisions of any support is given by the DA and ad hoc committees established for this purpose. At the end, the grass root community contributes the required resources in a way that the representatives orient in different tiers.

4.8 Challenges or Barriers Impeding Community Participation in HDA

Participation is an indispensable ingredient of development and development administration in all countries occupy an institutional basis in the total process of developmental change. It is the way to improve traditional ways of making decisions, setting agendas, and devising policy (Rowe and Frewer, 2004:513). People's participation in development programs is not only affected by the environment in which participatory practices take place but also conditioned by the institutional framework, socio-economic as well as political backgrounds of the participants (Gupte, 2004 and Mohammed, 2010).

For the purpose of simplicity, the researcher has classified the challenges in to two basic categories: Internal (Organizational) challenges and external challenges (associated with the local community, zonal politics, governmental institutions and Community Based Organizations).

4.8.1 Internal (Organizational) Challenges and barriers

Under this section, the factors which have created due to various organizational inconveniences in turn challenged/es the realization of active community participation in HDA's local development interventions are discussed below.

4.6.1.1. Weak Communication Mechanism and Facilities

Recently, local development communication is defined to encompass the process of translating and communicating various participatory development aspects to non-beneficiary population.

Today, there is a growing realization of the international communication. A major shortcoming of many development efforts of the past three decades has been the absence of close communication between policy makers, professional planners, and population experts involved in the development programs starting from the local level. Experiences have shown that well designed and managed communication activities can contribute significantly to creating awareness and interest, increase knowledge and understanding and change attitude and even behavior within a reasonable period of time (Tewodros, 2011:17)

As described by 50% of the key informants, modernizing and intensifying the communication channels in HDA will have a great effect. For example, it helps to increase the number of members, advances transparency in the organization, inform the development achievements, promote efficiency in community participation, promote knowledge based participation and create direct and close connection in between HDA and the donors. As recommended by the focus group discussants, one thing that needs thinking in advance is that complete change of the traditional communication mechanisms by the modern ones may be another challenge because of having heterogeneous community in the locality (i.e. part of the grass root community could not read and write but some are well educated and capable of visiting modern communication technologies). Thus, it is difficult to totally replace the traditional communication mechanisms by modern ones rather the availability of both methods requires broadening. But some others require adapting into easily understandable form. For instance, information dissemination in '*Debub*' FM radios and TV need to be in local language (*Hadiyisa*) which can be easily understood by majority of the local community.

According to the response of focus group discussants, HDA has not developed modern communication channels (basically, its own web site and internet access) that links different tiers of the organization. Consequently, the local community and external communities who are living in various coordination areas of the country (Ethiopia) and abroad (Northern America and South Africa) seeks to know all recent activities of the DA. But this aspiration of the communities has not been realized by the organization. Because of this, the organization couldn't have created informed participants to attain knowledge based participation.

As described by 67% of the key informants, even though HDA is one of the early established local development associations in SNNPR, up till now, it couldn't be equally competing with similar development associations neither by the role played by the local development interventions nor the realization of modern communication availabilities. As a result, starting from the locality (Hadiya zone) up to the national level, many people in the country has not been well informed about various aspects of the DA. Moreover, according to the description of the web page manager of the organization, its communication facilities couldn't exceed beyond employing traditional communication mechanisms such as letters (Hand written in all branch coordination areas of the locality), telephone, personal contact, brochures, and bulletins. However, modernity of the communication mechanisms of the organization has not been achieved but there is the beginning including recruiting a relevant human resource (web site manager). Still there has no organizational web page which could be accessible for every citizen who is interested to get whatever information about HDA. Developing an organizational web site may enable the DA to boost up the participation of informed members and allies in the country as well as abroad.

Information drawn from the web page manager of the organization shows, the major barriers identified in the organization which has been impeding timely realization of modern communication mechanisms are diverse in their nature. These are shortage of budget, weak focus of the DA for the issue, low understanding of the human resources of the organization about the role of information and communication development to harness community participation in the DA, diversity of the socio-economic background of the participants (lack of homogeneity), less developed awareness and education level of experts and coordinators for modernity of communication in HDA.

4.8.1.2. Semi -decentralized Organizational Structure

Well decentralized organizational structure is a key to reach out the grass root community and their resource endowments in which local communities could easily be involved in development intervention. As reviewed from various organizational structures which have been reshaped in different times, HDA has come through five organizational structures. These were newly developed or adapted together with the changing of organizational regulations in 1994, 1998, 1999, 2003 and 2011. Except the 2011 one, all the rest were decentralized up to woreda level.

The focus group discussants replied, before 2011, every woreda had only one coordinator who was accomplishing the duties of HDA and his sector side by side. At the time, all the activities of the HDA were loaded on his/her shoulder and no structure was extended up to the kebele level. This situation resulted weak organization capacity and inefficiency in community mobilization because of the shortage of human resource allocation and lack of proper structure in kebele level. But the recent structure has the place of extra human resource (the casher and the treasurer) allocation in woreda levels and it has the HDA's grass root association in kebele level. However, in neither the former nor the recent organizational structure, kebeles have permanent offices and employees for accomplishing the activities of HDA. So that, different resource mobilizations in the grass root community is carried out by the ad hoc committees and the kebele councils.

4.8.1.3. Lack or Shortage of Equipment and Logistics

As reviewed from organization's annual reports (2001-2011) and responses of the focus group discussants, one of the critical challenges which are common for both the main and branch offices is lack or shortage of equipment and logistics. These are essential to carry out the activities effectively. For instance, the main office has no cars and motor bicycles.

However, the manager and the employees are working with the grass root community who are living in ten woredas and a town administration. Of these woredas, some of them are very distant (maximum of 70 km) and have low transportation facility (Misirak and Mirab Badawachos, Gombora, Duna and Shashogo).

This critical shortage has challenging frequent contact with the grass root community, follow-up of project activities at distant kebeles, mobility of the employees in to all project areas, daily information exchange, arrangement of different community forums and involvement in them, making timely decisions and other activities which need personal involvement of the employees. As a result, weak contact and communication of the grass root community with different tiers of the DA are identified as challenges which are impeding the realization of active community participation in the community.

Moreover, enables to reach out the grass root communities; none of the coordination office has even a single motor bicycle as well as a rural public transportation facility (from woreda towns to rural kebeles). This situation is challenging the coordinators in mobilizing the community in a similar manner as that of the main office too. The other critical problem is the lack of computers in all branch offices so as to facilitate the pace of community service delivery. As a result, all the activities to be carried out by computers have been done by using hand written letters and other reports; however, by consuming long time and energy. So, facilitating community mobilization by having enhanced service delivery and information exchange is a gap need to be addressed by HDA.

4.8.1.4. Lack of Formal Participation Policy

Proper participation policy is very important in shaping the institutional procedures as well as ensuring and protecting the participatory right of the community people in development projects. It helps to involve the community in various development activities in planned and budgeted way but not in ad hoc manner. Also, it enables to bring marginalized groups of the community to become stakes of the local development interventions unless specific group of the community enjoy decision making authority.

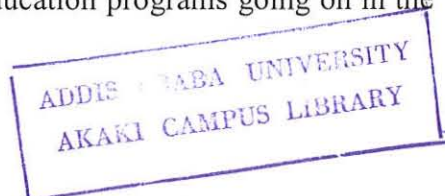
In the contrary side, the rest massive community becomes marginalized and the situation leads them to be passive beneficiaries of the development activities. Accordingly, both the DA's documents reviewed and the primary data collected shows, HDA has no clearly written participation policy that enables to ensure participation of different community groups. However, the organization is employing an ad hoc based community participations guide that has no basic framework and consistency for the engagement of different community components. According to the response of the HDA's manager, lack of formal participation policy in the organization resulted in more participation level of adult males and local leaders than any others like women and youths in different decision- making and implementation activities of the DA.

4.8.1.5 Nature of the Projects

As indicated on the background of the organization in chapter three, the organization's development intervention areas are broad and complex in nature (no single intervention is evenly implemented in all area). This nature has both positive and negative sides in the realization of the development projects. In some projects like IPHE, its nature is very conducive to include all groups of the community and it demands various contributions of the community. But in the project of Strengthening Communities' Response to HIV/AIDS (SCRHA) in Hossana and Shone towns, only selected components of the community (PLWHA) can participate. As a result, only a few group of the community influence the projects achievement as well as appreciate the role of HDA in such intervention areas. Because of this, there is a less support and contribution of the community towards the project. So that it is mainly based on the support of funding organizations than significant contribution of the local community.

Review of the project documents indicates the types and magnitudes of the development interventions of the DA have different degrees. Of all interventions, education intervention is relatively vast and the school community (students, teachers, parents and the residents) of the locality significantly participates on it. This is because the school community knows what is best for their children more than anyone else.

Moreover, the community is the one who pays for education purpose, directly or indirectly. As a result, they contribute diverse resources such as free labor, materials, finance, knowledge to support the schools and the education programs going on in the locality.



4.8.1.6. Challenges of Human Resource Allocation

As understood from the annual reports (2001-2011) of the organization and descriptions of the focus group discussants, before 2009/10, the DA had no permanently recruited human resource. However, there were some part time workers who were selected voluntarily from government sectors to serve in a position of branch coordinators. Then all activities of the organization were done by the branch offices coordinators who were not full timers of HDA. In addition to coordinators' inefficiency caused by huge work load, financial mobilization activities were not transparent.

Due to this, the number of vouchers received and the amount of cash collected in turn interred in to the bank account of HDA was mismatching. Also the coordinators had no time to mobilize the community and there was no appropriate HDA's structure in kebeles. Moreover, in some coordinating areas (like Lemo woreda), there is a condition in which the coordinator's is performing the duties of the sector's and political structure side by side with the activities of HDA. In the main office also, there are some employees including the manager who are not permanently recruited but full timers.

As the key informants described, based on the requirements of the funding organizations, HDA arranges some ad hoc groups and committees who carryout grass root community mobilization activities. However, some of them are inefficient to accomplish the tasks of community mobilization. The major reasons attributing to these shortfalls are lack of skilled man power, lack of appropriate training, attitudinal problems (e.g. lack of servant attitude and considering community participation as a waste of time and resources) and lack of appropriate community participation manual and guideline; however, some are borrowed from the government institutions.

As a result, the level of community participation is dependent on the understanding, skill and interest of the human resource allocated to mobilize the community in the coordination areas.

The human resource challenge of the DA is not only as a result of the nature of employment and shortage of employees but also mismatching of them to the position (mainly in the case of branch offices coordinators). It is lack of allocating the right person (basically, a person with an appropriate level of education and specific profession) for the coordinating positions. For the sake of comparison, the present allocation vis-à-vis the requirement for the positions looks the following:

Table 4.9 Education level and specific profession vis-à-vis requirement to the positions

Coordination area	Current occupants		Required	
	Level of education	Specific profession	Level of education	Specific profession
Hossana	Diploma	Teacher	Diploma(5) or first degree(2)	Management, Economics, Community Development, Agricultural Extension, Accounting, and Educational Planning
Lemo	Diploma	Teacher		
Ani Lemo	Certificate	Teacher		
Gombora	Diploma	Teacher		
Gibe	First degree	Teacher		
Misha	Diploma	Agriculture		
Shashogo	Certificate	Teacher		
Soro	Certificate	Teacher		
Duna	Diploma	Teacher		
East Badawacho	Diploma	B.administration		
West Badawacho	Diploma	Teacher		

Source: Human resource regulation of HDA, 2011.

HDA has a total number of 11 branch office coordinators in the zone who are assigned mainly by considering their activities who are serving the organization. However, the education level and specific qualification against the requirements to the position of 81.8% of the current occupants' is mismatching. In opposite to the capacity of the current occupants', the skills and understanding (understanding of project proposals, techniques of community mobilization, strategies of financial implementation and other aspects they have to cooperate directly or indirectly) required to accomplish the duties and responsibilities in the coordination position needs the right person.

As realized by the interview of the coordinators, about 67% of them have good interest to work in the position, but their understanding and knowledge of development and how to mobilize the community in a sustainable manner has a great bottle neck for about 83% of the coordinators. Because of this, their main focus is on cash collection (mostly the membership fee) but they give less attention for the other community participatory activities. However, a true community mobilization is not only enhancement of the cash contribution but beyond a single resource mobilization.

4.8.1.7. Weak Implementing Capacity of the Organization

Development associations in the SNNPR are the threshold of capacity building but their involvement in local development has progressed rather slower. However, their potential of popular participation is enormous and vigorous over towards the aim is a necessary and also an efficient condition for the implementation of projects. To materialize this, there should be an organizational set-up which is entrusted with task of mobilizing popular participation. So that, the attempt to reach the community at grass roots level is not successful as it out to be (Agedew, Korner and Poeschke, 1999 cited in Daniel, 2011:28).

The organization's documents review and the focus group discussion responses show that HDA has come through not uniform implementing capacity in mobilizing resources of the locality and managing the organization. Up to the rehabilitation time in 2009/10, its implementing capacity was very weak. During that time, the organization had highly emphasized on development of physical infrastructures than building its organizational capacity. As a consequence, it had become a victim of various emblazonments (its detail discussion described on section 4.10.1.8 below). Such emblazonments in the organization worsen the immature organizational capacity of the time. As a result, from the year 2003-2008/09, HDA had no significant number of members except few (6) employees in the main office. So that it was the time of sustaining HDA rather than promoting local development interventions, which was the only option of the DA.

As described by about 83% of the key informants, the HDA's implementing capacity is growing but not achieved the required level. As a result of this, it has been mobilizing the local resources and managing its assets more than ever before. As a consequence of building an organizational capacity within these consecutive three years (2010-12), HDA has achieved a great deal of development activities through mobilization of diverse resources. By having an attained capacity, the organization could resolve the past significant emblazonment, associated with buses as well as it narrows great development gaps of the locality.

4.8.1.8. Less Transparency in the Organization closure

Transparency in this study is to mean that disclosure of information to the community and supporters to indicate the organization is managed well, implementing the resources for the targeted purposes, functions in an ethical manner, and handles its finances with efficiency and responsibility. Assessment of the opinion of the survey respondent concerning the challenges shows, 88.5 % of them described that HDA was less transparency in implementation of various resources but the present condition is much better than the past years, before rehabilitation of HDA in 2009.

As strictly underlined by 6(100%) key informant interviewees and focus group discussants, the major long lasted problem in the organization that was shaking the DA and still its effect has not been terminated is transparency related disease. Before recent year (2009), there was no timely audit, no receipt was given in return to some cash pays, no clear financial implementation, closed report and vouchers were disseminated to income collectors but no follow up of the voucher as well as cash received, multiple income collecting activities were carried out by a single person and the voice of the community had no place while few peoples enjoyed their interest. Up till 2009, this trend caused an organizational crisis. As a consequence, the community sensed the DA itself as corrupt and developed bad picture towards HDA. Majority of the members did also terminate their participation and lastly, the local community developed a feeling of not to contribute any resource in the name of the DA. This situation departed the community from the hand of the DA.

About 33% of the key informants who are from Lemo woreda and Hossana town administration described the attitude of some grass root peoples as follows:

...we love HDA since it is our identity, so that we are contributing what we are requested in the name of the DA knowing that it can be abused by few hands in a similar way that few individuals became millioners by committing mischief in buying the four buses for HDA and financial implementation during construction of the Hachemo-Bonosha rural road.

However, after the rehabilitation of the DA, the above transparency problems have gotten appropriate measures. Of these measures, some of them were sale of the long lasted buses that stayed without giving any service, collection of vouchers that were long lasted in all coordination areas, changing the organization's seal, decentralizing of revenue related activities from the hand of the coordinator in to cashers and treasurers, follow-up of vouchers and income collection processes are the recent strategies developed by the organization.

Current, the organization is more transparent than the past, before the rehabilitation. Lack of timely audit following employees' substitution, follow-up and reporting of the wise implementation of the cash in some intervention areas, not collecting the past years vouchers from the hand of few Kebele councils (e.g. in the case of Lemo woreda) are some of the respondents' complaint areas that question current organizational transparency of the HDA.

4.8.1.9. Low clarity in Projects Distribution

Fairness of the projects distribution in number as well as in type is one of the issues needed to assess the opinion of the survey respondents and key informant interviewees to understand the feelings and complaints could be reflected by the local community.

About 95% of the survey respondents described that no consultation of the grass root community is made prior to the decision-making for the distribution of projects to be implemented in the locality but they know when they are requested to cover some portion (community share) of the projects cost.

As a result, participation level of the grass root community is low and they have no clear understanding about the projects' distribution. As observed during key informants' interview, 50% of the branch coordinators of HDA themselves have no clarity of the donors funded projects distribution among different woredas of the zone. The coordinators' as well as the grass root peoples' involvement in such projects is minimal. Thus, they do not believe on the fairness of the projects' distributions. As a result, some community members complain about the process of decision-making in allocating the projects' distribution even they consider its distribution is done by the will of few authorities of regional coordination offices (SEPDA) and the zone office (HDA).

One thing it is possible to understand from the awareness gap in projects' distribution is that some of the complaints rose from the local community and the branch coordinators are caused as a result of less involvement of most stakeholders in decision-making process. Low level of grass root communities involvement in decision-making and low understanding of the needy areas (area to be given a priority for intervention) of the zone which requires implementation of the projects is a great gap which has impeding participation of the people in the areas which are not selected for the implementation of the projects'.

Thus, the stakeholders need to be aware of the development achievement and the pressing problems of not only their specific area (kebeles and woreda) but also the whole locality (the zone) too. Abolishing this understanding gap may help to build a common belongingness of the locality (the zone) than a specific area (kebele or woreda) where they are living.

4.8.1.10. Lack of Maintaining Achieved Status

Lack of uniformity/consistency of community participation caused by the inability of the DA to avoid its internal problems and to resist external influences is taken as one of the organizational challenges of the DA.

Table 4.10 Natures of the community participation in the life of HDA

Period	Nature participation	Reason for the inconsistency
1994-2000/01	Increasing	Diversification of the development activities and low transparency related problem
2001-2003/04	Decreasing	Internal problem (corruptive environment)
2004-2005	Increasing	Diversification of the development activities and low transparency related problem
2005-2009	Decreasing	External problem (interruption of the zonal authorities)
2009/10-2012	Increasing	Resolving the former transparency problems and increasing community mobilizing activities.

Source: Computation from various primary data sources, 2012

As table 4.10 depicts, beginning from the establishment of the DA, 1994-2000/01, the trend of community participation had increasing nature; from 2001-2003/04 it had declining nature due to the emblazonments associated with the purchase of four buses and financial implementation in Hachemo-Bonosha rural road construction as it is described earlier. From the year 2004-2005/06, it had increasing nature but for the second time, decreasing trend of the participants had affected the stoppage of the HDA's membership contribution (fee) by the zonal political authorities for the purpose of the effectiveness accomplishment of the political election of 2005. After the rehabilitation of the organization in 2009 up to the present time, the participant has been increasing. However, the year 2009 was the time of checking organizational issues in advance and re-registration of the members. Since then, it treated rapid increment of the participant. Thus, due to various inconveniences faced on the organization, participation of the community had blooming and darkening nature in different periods of the development association's life times.

As described by the manager of the organization, when the development activities were diversified and the organization had faced no more significant internal and/or external problems, the participation level of the community was increasing because the development achievements were the essential door for the triggering of the community.

Since the development organization is a separate entity with the legal frame work to develop and block external influences that may challenge its sustainability in the right way, it should convince the outsiders whose actions may hamper the realization of the community participation in the DA. If the development association manages and blocks the occurrence of internal and external anti-developmental and not well predicted interferences, ensuring the consistency of community participation in the DA can be very difficult.

4.8.2. External Challenges and Barriers

External challenges are those emerging from various stakeholders which are out of the control of the DA. The major ones considered in this study are the influences of CBOs, the grass root community, the sectors and the zonal politics.

4.8.2.1. Weak Cooperation of Community Based Organizations (CBOs)

In this study, the CBOs required to be an issues are the ones (*iddirs*, *debos* and *iqubs*) which are more common and organized among the community in which the community members can easily be addressed and the local resource mobilization can be viable.

The key informants said that the grass root community has strong culture of working, eating, worshipping, and celebrating together. As a result, they have voluntary institutions created by them. The well known indigenous voluntary institutions (*iddirs*, *debos* and *iqubs*) are well distributed in the study community. Of them, *iddirs* has a good stand in cooperating with the DA in some coordination areas like Gibe woreda. However, the rest two are not cooperating because of their institutional incapability and less skill in making horizontal linkage with other local institutions including HDA. In addition to their incapability in different tiers, HDA is not exhausted much effort to bring them in to stakes. The members in these structures are engaged irrespective of various (ethnic, cultural and religious) differences. So, developing strong link with these structures enables organizations to easily reach out the grass root people for mobilization.

This finding agrees with the views of Uphoff and Esman (1984). They argue that local organizations have ample contribution to local development in terms of efficient utilization of resources, equitable share of resources and empowerment of members. They are preferred to be the best channel for local development efforts particularly in resource poor areas of most developing countries. The finding of Helland (2004) in Merry Joys in Addis Ababa supports the view of Uphoff and Esman (1984).

Accordingly, use of *iddirs*, *debos* and *iqubs* by the DA is found to be the right point of intervention in the study community because their meetings are used as a forum for communication, the leaders have a strong influence in mobilizing community resources and upgrading their capacity that increases the sustainability of projects.

4.8.2.2. Local Community Challenges

These are the challenges which are associated with different environments of the grass root community. Thus, discussions of these challenges are discussed as follows:

❖ Poverty

Poverty has various manifestations including lack of income and productive resources sufficient to ensure a sustainable livelihood: hunger and malnutrition, ill health, limited or lack of access to education and other basic services, increasing morbidity and mortality from illness, homelessness and inadequate housing, unsafe environment and social discrimination and exclusion (UN 1996 as cited in Ginbowgsh, 2007). In this part of the discussion, specifically, only lack of income and productive resources sufficient to ensure a sustainable livelihood is taken as one of the challenges which impede community participation in the study community.

As all key informants and focus group discussants have described that high poverty and unemployment level in the locality is one of the major challenges behind the low participation of the community members in the local development process. As generated from the response of 67% of the key informants, some grass root people in the locality expressed their feeling as follows:

... We (the local community) are so poor and majority of us rely on rain feed agriculture and in not constant income sources. Many of us are illiterate and many of our youths are unemployed and dependent on the shoulder of the parents. Hence, we spend most of our time in looking for little money to feed ourselves and our children.

This is an opinion of some local poor people reflected during community mobilization for some resource contributions as well as involvement in some community forums. Having this attitude, arranging frequent community forums and mobilizing varieties of resources in some occasions are bottlenecks for the development association.

As described by about 83% of the key informants, though their income is not quantified as well, in a traditional classification of the individuals' income level (low, middle and high), low income groups and the better ones are less participating while the middle income groups are relatively better than that of the two former groups. This is because the lesser income groups usually struggle for survival.

Therefore, they have no extra time to involve in different community forums as well as no money or other resources to contribute. Unlike the lesser income groups', the better ones have the money and other resources to contribute but no time to involve in the forums. Because of their busy nature, it is difficult for community advocates to reach out them (most often merchants). The reason for betterment of the middle income groups in participation is that they are more stagnant on their villages and they have reasonable amount of resources to contribute. Furthermore, the community advocates can easily reach out them in their respective villages and thus, they get more chance for participation in various issues of the DA.

⊗ Reluctance and/ or Resistance in Member ship Fee Contribution

As described by the focus group discussants, some degree of reluctance or creating resistance in paying the member ship fee is a common challenge throughout the zone but its degree varies from member ship structure to structure, sector to sector and individual to individual.

As the information gathered from the branch office coordinators, salaried employees in general and teachers in particular are more reluctant during collection of the membership fee. Within a similar category, personal variation occurs mainly based on the personal awareness and initiation level about the organization's local development interventions.

About 83% of the key informants from the woreda branch offices described:

Majority of the community members know the former bad corruptive condition associated with the four buses case rather than the current stand point of the organization and its local development achievements. Consequently, this made the community to talk its past emblazonments than the way forward to the participatory development in the organization. Furthermore, some of the community members expressed their view in a way that the organization is collecting resources from us to make the life of few individuals better by the money collected in the name of HDA. However, in the contrary side, the other segments of the community members, who are well informed and benefiter from the intervention achievements are describing that HDA is the real developer of the locality and since 2010, the rehabilitation of the organization has been playing a great role on the local development.

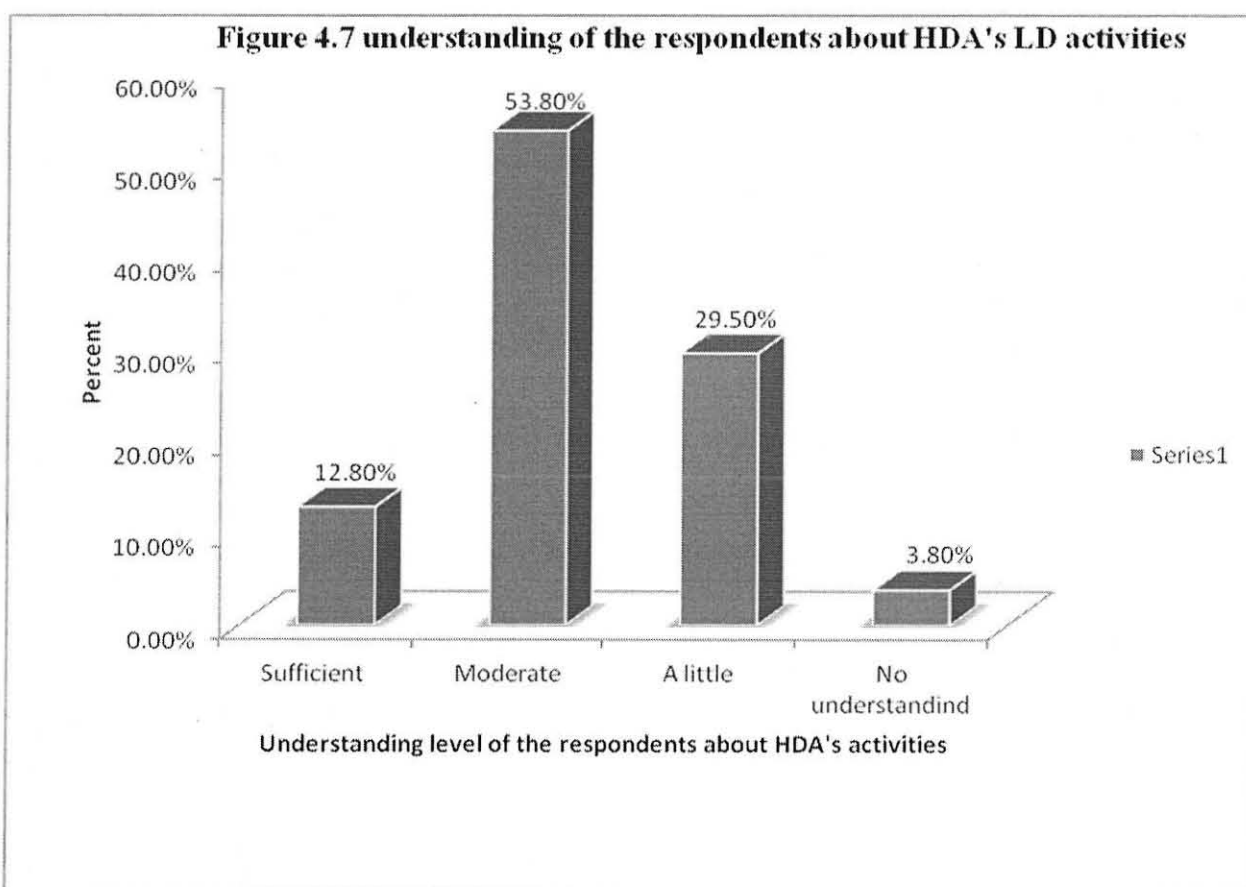
Also the communities of the specific woredas and kebeles where recent projects have been implementing have better understanding about the development activities of HDA. As a result, their participation is better than the others. For example, in Gibe and Badewacho woredas, the degree of reluctance is weaker than that of Hossana, Gonbora, and Misha woredas where recently potential broad base participatory development projects have not been implementing.

The information compiled from HHs survey and key informant interviewees depicts the causes for the reluctance and/ or resistance in membership fee contribution varies for different community groups. However, the well identified factors are increasing life cost resulted from inflation, less availability of HDA's forums to be involved, overlapping different fees of the government and non-governmental organizations, and an over expectation to see very significant physical infrastructural developments in a short time. Also organizational incapability in collecting the fee is another significant problem that aggravates the reluctance. But recently, the organization has developed a new strategy to facilitate the fee collection.

It allows the employees to pay their fee by pay role. As a consequence, it enables to increase the participation level of salaried employees than ever before. Implementation of this strategy has already been started by various sectors and some sectors have not still started but the process of convincing the sectors was done in several circumstances. The DA should work further to promote the homogeneity of this strategy throughout the institutions in the zone.

❖ Weak Understanding of the Community about HDA

In this part of the discussion, the researcher employed rating scales (very low, low, moderate, high and very high) to assess the understanding level of the grass community.



Source: Field survey, 2012

As the figure 4.7 above depicts, number of respondents who have sufficient, moderate, a little and no information about HDA's local development interventions are 12.82%, 53.85%, 42.3% and 3.85 % respectively.

These figures indicate that majority (53.85%) of the respondents' understanding level is moderate and even there are some community members who do not have any understanding. As it is described by 67% of the key informants, lack of recruiting liaison officers in the organization is the major factor in weakening the awareness level of the community towards the development intervention.

According to Tewodros (2011:26), activities of public relation study in HDA show that significant number of the residents in the community is not quite sure about the development activities that Hadiya development association has achieved. Moreover, there are some inhabitants who have even no idea about the services provided by the development association. This shows that the organization is weak in publicizing the services that are provided to the community because of the weak public relation activities in the organization.

As described by the key informants about information dissemination, the major issue that needs great attention in working with the community is that at least narrowing the understanding gap of the community in the development interventions should be a pioneering task of the DA. This is required because of the indicators that some community members are well informed and ready for the devotion in whatever the development issues of the DA while in the contrary side, few number of the community members either know nothing about the organization's developmental issues or they know only the past unpleasant history of the DA.

From the key informants interviewed, 67% of them described, a large number of the community members have been benefiting from or observing the development achievements in their localities. However, they either know who has done the activity or they consider as if it has been done by only the government budget. For instance, HDA furnished many schools and health centers in turn, a lot of people are benefiting from them but they are not aware of who furnished the schools and health centers.

Also, the benefits to be obtained from the organization's development achievements is not associated with no criteria to be benefited (even do not consider the age of the beneficiaries as membership criteria does). For example, the membership needs the age of a new applicant to be more than 15 years.

But any people living in the locality can be benefited from the development achievements without restriction of the age level. However, the response of 5.8% of the survey respondents described that HDA benefits Hadiya people more than other ethnic groups but 94.2% of the respondents described that no distinction is done in benefiting from the development achievements.

In some coordination areas (e.g. Gibe woreda), few people who have a little understanding about the development association as well as individuals who are only suspended on the name (Hadiya Development Association) and having non-developmental agendas preach the others as if the DA belongs to only Hadiya.

As described by the branch coordinators of Gibe, Lemo and Shashogo woredas a little from the recent realities is the following:

In contrast to the above attitude, in some coordination areas like Gibe and Shashogo woredas as a result of recent development achievements, recently, the non-Hadiya people have relatively good stand for HDA even better than Hadiya people. Moreover, there is no Hadiya's member from the teachers who pledged to contribute more than one month's salary in the symposium, arranged in 2011. However, there were two female teachers in Lemo woreda, who are not from Hadiya people, pledged to contribute their two month's salary.

This situation is created because of convincing the community prior to the beginning of the income collection by pay role and diversification of the development achievements in the locality. Thus, lack of reaching out all community members in every corner of the locality through observable development activities and publicizing its achievements are the great gaps that are impeding an engagement of the whole community towards HDA irrespective of various disparities.

❖ **Dependency Syndrome of the Local Community**

It is pointed out by 50% of the key informants that the community is not fully free from a dependency syndrome (expectations) whereby the Government and Non-Governmental Organizations to perform most development activities of the locality. As a result, most of the grass root community is not very much interested to participate in communal activities without some return to be paid.

Some NGOs including WFP gave the community money or wheat for their labor contribution in the locality. Since they habituated getting some kind of return in such kind of programs, some community members are not welcome communal works without any payment and they normally expect HDA does the same thing (pays or gives something for various developmental tasks carried out in the locality). So, the DA is required to be aware of the nature and capacity of the organization to eliminate the community's such kind of expectation.

❖ **Less Valuing the Contributions**

The ultimate goal of community participation in local development projects is developing a sense of ownership of development projects. However, if the primary stakeholders have any role in decision-making of the activities of the project, the mere contribution of cash or kind do not suffice participation. Besides, the community can provide unlimited amount of resources than the government or any other body does. In this regard, the awareness of the local community should be developed regarding the role their contribution have on the development of the locality (Long (2001: 17 and Daniel, 2011)

From the key informants interviewed, about 33% of them described that some grass root peoples consider themselves as poor enough and their minimal contribution has very low place in supporting intended developments. They value more cash and physical resource contributions but less for their ideas and tacit knowledge could be generated from the grass root people. Moreover, in some coordination areas, the grass root people have an understanding gap of why community participation is crucially required for local development activities and what impact would be come in to existence after the phase out of the projects in managing and sustaining the development achievements.

❖ Resistance in the Involvement of Forums

Community forums are the structures in which grass root community have a chance to discuss an important issue about the development interventions of the HDA.

Table 4.11 Participation of the respondents in forums

Question	Response		Frequency	%
Did you attend any forum arranged by HDA?	Yes	Male	34	21.8
		Female	8	5.2
		Total	42	27
	No	Male	73	46.8
		Female	41	26.3
		Total	114	73
	Grand total		156	100

Source: Field survey, 2012

The above table 4.11 depicts, the number of respondents who participated in various forms of HDA are 21.8% for males and 5.2% for females. Therefore, the participation level of males is more than females. However, only 27% of the survey respondents had a chance to participate in forums but the majority (73%) of the respondents were not participate in any kind of the forum. From the above data, it is possible to conclude the participation level of the grass root community in various forms of HDA is low.

The key informant interviewees described that raised expectation of returns from involvement of forums is the common challenge throughout the zonal community. As a result, the local people in various community forums request many things, which are out of the interest of the program. Failure to materialize their questions led to disappointment of the community that in turn results to low level of participation.

Most (83%) of the branch coordinators expressed the questions of some grass root community as follows:

During the community mobilization in different membership structures, the first question they asked is that does the DA pay a pardiame in the forum? If the response is no, the number of the participants of the forum is few and the group of the community mainly involved are the adult males. The women and elders involvement is very fewer than the adults. Also some of them said that why not I do a little job for my family or myself than wasting the time in the forum whereby even a cent is not be paid.

Therefore, HDA has a great gap in engaging the grass root community in forums and abolishing raised expectation of the community which is out of the nature of the DA as well as objective of the development projects.

4.8.2.3. Political Challenges

It is prevalent condition that the involvement of different stakeholders is crucial for effective implementation and continuity of local development project. Likewise, the involvement of primary stakeholders (grass root community) and local government bodies in any development project is indispensable to promote both equitable access and quality of the development interventions. It also develops a sense of ownership and belongingness.

If the local community and government do not have any part in the activities of the local development, it is difficult to identify the felt need of the community and relevant stakeholders. In other words, if a project does not consider the felt need of the beneficiaries, it would be difficult to assume its sustainable (Daniel, 2011).

Some documented sources of the DA show that political environment of the zone is one of the challenges impeding community participation either in not making an appropriate collaboration and providing support or in blocking the realization of the people's participation in some occasions.

❖ Interruption of the HDA's Participation Process

The political authorities of the zone have not been long lasting (has a trend of frequent turn over because of the zonal political instability). 67% of the key informants described that as a result of this, for some of the newly assigning political authorities, the concept of political administration and collaboration with the development association is a new and confusing idea.

Consequently, they either lack incorporating the issues of the DA with the sectoral activities or stop the community participation process of the development association. A significant interruption that hampered the community contribution in between 2005-2009 is the stoppage of membership contribution by the zonal political authorities for the purpose of political election of 2005.

✪ Weak Cooperation with HDA

Different document sources and the focus group discussion data show that one of the fruitful strategies which is employed by the DA for the mobilization of the local community is employing various political and sectoral forums/structures and their opportunities (e.g. logistics and skilled man power) available in the institutions. In these structures, either the DA's representative (coordinator or a focal person) exists and presents the organization's relevant issues or the facilitators of the structure incorporate HDA's issue as one of the day's agenda for discussion.

As described by 33% of the key informants, in coordination areas like Hossana town administration and the zonal offices, the issues of the development association gets less consideration in different meetings. So that, it is discussed after closing the sectors agendas or let be informed to the participants with no more discussion at a time when the participants' are tired. As a result, the participants who are expected to steer community participation in their respecting sectors will have less value for issues of the DA. As it is complained by the coordinator of Hossana town administration, he said:

... In some meetings of the sectors I come up with plenty of the DA's issues to be discussed but I lack a chance to discuss but at the end of the meeting the facilitators let me to inform the issues to the participants of the meeting but no extra time is given for further discussion. Such kind of less valuing the issues of the DA is predominant in the sectors where the heads are not members of the DA.

However, in some coordination areas, the heads are the members of the DA and consequently they incorporate the issues of the DA as one of the agendas of the daily meeting and it shall be discussed as equal as the sector's agendas.

4.8.2.4. Weak Collaboration of Government Institutions with HDA

As describe by the key informants, one of the factors that hinder the effectiveness of the community participation in HDA in the locality is the attention and awareness gap of the local government authorities and employees. This has to be compared with the roles that each of the players in the local development is expected to discharge.

☛ Weakness in Mobilization of the Staffs

According to the response of 67% of the branch office coordinators', some local government institutions in different tiers have weak collaboration in ensuring their institutional membership as well as in facilitating timely payment of the membership fee. Some heads of the institutions' are not member of the DA and as a consequence they don't want to pay institutional membership fee (100 birr/year). Because of this, from the hundreds of government institutions in the zone, only 54 of them are formally registered members of the DA. Furthermore, some focal persons of the DA in various institutions get no appropriate support from their heads that enable to effectively mobilize the rest member ship fee contributions in the organizations.

As described by all (100 %) key informants, the major reason for the low participation level of the salaried employees and development of reluctance and resistance in membership engagement is due to the fact that some heads of the institutions are either not members of the DA or they are members but do not pay the fee. As suggested by the manager of HDA, the sectors in which their heads are well participating in the membership contributions and/ or whereby the DA is working in line with the sector's development objectives are identified as highly participant ones. For example: in some woredas (e.g. in Gibe), education and health sectors' participation is very active because of various development interventions of HDA through building and furnishing schools, as well as health sectors.

4.9. Effects Come in to Existence as a Result of Participation

As described by the key informants and focus group discussants, in the recent consecutive years, beginning from 2010 up to 2012, the level of community participation in HDA is increasing and resulted multidimensional effects which enable to ensure the sustainability of the organization as well as the diversification of local development activities. So that, these effects are:

- ❖ Increasing number of members and supporters of the development association. Moreover, the question of new members for membership inclusion is increasing without the need of the DA's much effort.
- ❖ In some sectoral meetings, the local government is valuing the issue of the HDA as one of the necessary agendas of the meetings and including as an integral part of the sectors' evaluation check list to evaluate the cell associations' activities in the sectors.
- ❖ Getting more funding organizations that are interested to support the local development activities of HDA.
- ❖ Increasing the number and types of local development interventions using the community contributions. Because of this, HDA has achieved plenty of development activities as indicated on chapter three, part 3.2.10 (major local development accomplishments of HDA).
- ❖ Increasing organizational capacity by recruiting skilled man power in different tiers of the organization since the organization has got more budget than ever before by collecting more income from its participants.
- ❖ Bringing attitudinal change of the community. However, the past name of the DA was not good because of the less transparent and corruptive feature of the development association.
- ❖ Developing a sense of ownership "*HDA is mine*" which enables to mobilize more resources and administer the institutions and other infrastructures developed by HDA.

- ❖ Reducing the participation gap created as a result of attaching the sustainability of the development organization with a single ethnic group (Hadiya). But now a days, due to increasing community participation from time to time and equal sharing of the benefits found in a locality (e.g. learning children of all in the schools and using clean water constructed by HDA irrespective of the ethnic disparity), various ethnic groups of the locality is developing a common sense (*HDA is ours*) towards HDA.
- ❖ When the community is convinced for special income collection, their degree of voluntariness is increased. As it is described by the manager of the HDA, some grass root peoples are expressing their feeling in a way:

...tell us only what the DA wants to do and what is required from us. Even some elders use a cultural saying is that “Eji yaltechmere limat lemetekemim yikiral”. He said that, now a day, the grass root community creates less resistance in mobilizing the resources but it is the organizational weakness that creates a great information gap in convincing and publicizing the development achievements of HDA in the locality.
- ❖ The organizational challenge associated with the long lasted buses with no service has got an appropriate solution as a result of ideas contributed by the community.

4.10. Issues need to be changed in Participation

As the recommendations collected from the responses of the key informants, focus group discussants and the survey respondents, ensuring effective community participation in HDA requires broadening the important participation favoring aspects and correcting the issues that need to be changed. These issues could be long lasted challenges and barriers or new investigations need to be adapted by the organization and the stakeholders.

Therefore, enables to win the hearts and mind of the people in the locality, the issues need to be changed in realizing effective community participations in HDA are recommended as follows:

- ❖ Different tiers of the organization that are closer to the grass root community (e.g. cell groups and cell associations) should be active and strengthened so as to mobilize the community and narrow the communication gap of the local community and the organization (HDA).
- ❖ Because of the embezzlement of various resources of the organization by few individuals, the community members built bad picture towards HDA. As a result, some members have considered as if both the organization and the individuals together are corrupts. From the mind of some people, this understanding has not yet been abolished. So that, in the process of participation, it has hampering their initiation and believe towards HDA. Thus, the understanding gap in separately seeing the corrupt individuals and the organization with respect to the current development achievements and level of transparency should come in to existence through strong awareness creation activities.
- ❖ Weak communication mechanisms and facilities are some of the challenges that are inhibited effective community participation in HDA. In response, modernizing them and widening the existing ones support the community engagement in the development association than ever before. Also, the organization had used *Debub* FM radios for publicizing its activities using Amharic language. However, majority of the rural community of the locality desire to be aware of/or listen only local language (*Hadiyas*). So, this language gap needs to be narrowed by using the local language (*Hadiyas*).
- ❖ The organization should make closed horizontal linkage and information sharing with other prior development associations like Amhara Development Association (ADA), Tigray Development Association (TDA) and Oromia Development Association (ODA) which are mobilizing their local community. This enables to look for better experience on how it can mobilize its community.

- ❖ Most community members have no clear cut information in identifying the development activities whether done by HDA or government sectors or both of them in collaboration. This confusion makes the activities of the development association to be dammed and the sectors' achievement to be blooming. So that, the community feels their contribution is not spent in right investment in turn they are less interested for further contributions. Even, some of the people complain as "*betewatewus genzab min tesarto!*" Therefore, informing the development achievements of HDA will help to have informed participants of the organization and reduce complaints of the people that emerge due to lack of sufficient information.
- ❖ As indicated by the table 4.8 above, there is large number of the community members who have not been came into the membership structure of the HDA but they are knowingly or unknowingly benefiting from the local development achievements of the organization. Convincing of these community groups may boost up the number of registered members as well as the income of the organization for the purpose of the diversification of development activities in the locality.
- ❖ One of the major strategies, HDA has been employing for community mobilization is working in collaboration with the government sectors. Thus, those sectors where the heads are not a member or having less understanding towards HDA, the staff members and the institutional engagement is also weak. So that, convincing sectoral heads may help to increase the engagement of the institutions as well as the staff members too.

CHAPTER FIVE

5. Summary, Conclusions and Recommendations

5.1. Summary

This study seeks to examine the nature of community participation in Hadiya Development Association (HDA). Under the general objective, three specific objectives are developed and later answered based on the data collected from both primary and secondary sources.

The first objective of the study is to identify the mode and level of the community participation in different stages of the local development projects. Regarding this objective, the researcher identified that the grass root community participates in different modes (as a member of general assembly, board of trustees, basic associations, development teams, cell groups, woreda advisory committee, development clubs and as an individual mode) of decision -making and implementation activities of HDA.

In the project stages (stage of problem identification, planning, implementation, monitoring and evaluation and managing and taking corrective actions stages), the level of grass root community participation is assessed by developing the rating scales (very low, low, moderate, high and very high). Accordingly, the community's participation in problem identification, planning and monitoring and evaluation stages is low; it is high in implementation stage and moderate in the stage of taking corrective actions after the handover of the development achievements for the use of the beneficiaries'. Moreover, computation of the average level of the ratings for overall project stages indicates the participation level of the community in local development project activities is low.

In its membership structure, HDA has a classification of the members in to students, salaried employees, merchants, farmers, house wives, unemployed, institutions and associations. Based on the assessment of their participation level using the rating scales indicated above shows, the following:

Participation level of farmers' is very high; the students' and institutions' is moderate; the merchants', salaried employees' and associations' (cooperatives, trade associations, women associations and youth associations) is low, and house wives' and unemployed is very low. Thus, the participation level of the farmers is more promising than any others to ensure the sustainability of HDA's local development interventions. Finally, the computation of average level of participation for the above membership structures has reached low level.

The second objective is formulated to assess the mechanisms or techniques of local community engagement in various organizational membership structures. To meet this objective the mechanisms employed by the development association is classified in to four basic levels. These are mechanisms employed for education and information provision, gathering the feedback, consultation and resource mobilization. Thus, the mechanisms employed in each level are:

- ❖ Dissemination of printed materials (letters, bulletin called "*wijo metset*", public notice, news called "south net" and brochures); arranging different discussion forums (trainings, workshops, and meetings) of the DA and using other institutions' forums; publicizing in *Dehub* FM radio (100.7 and 102.7); field visits by the respective people of the development association are the mechanisms employed for community education and information provision.
- ❖ After the education and information provision to the stakeholders' the DA gathers feedbacks using telephone lines, conducting public meetings, and collecting grass root people's discussion reports from the coordination areas.

- ❖ When consultation of the grass root community is required for the purposes like preparation of telethons, implementation of a new development project and other issues which require the community's response; the people with high decision-making authority (usually the board members and project coordinators) together with the woreda and kebele councils arrange consultative meetings in woreda and kebele levels.
- ❖ In mobilizing the routine participation (contribution) of the membership fee from the members, the income collection voucher is distributed for all cell associations'. Later on, the cash is collected by the focal persons of the institutions or the finance institution (on the institutions where contribution of the fee by pay role has been started). However, mobilization of the special participations need different decisions and steering of the grass root and external (outside of the zone) community in both HDA's and other local institutions' different structures.

The third objective seeks to identify the challenges and/ or barriers which are impeding real community participation in HDA. They are classified in to two broad categories. These are internal (organizational) challenges and external challenges (associated with the collaborative activities of the local community, zonal politics, government institutions and CBOs).

First, the internal challenges which are impeding the realization of active community participation in HDA are weak communication mechanism and facilities; semi-decentralized organizational structure; lack or shortage of equipment and logistics; lack of formal participation policy; heterogeneous nature of the projects; nature of human resource allocation ; weak implementing capacity of the organization; less transparency in the organization; low consensus in the projects distribution and lack of maintaining achieved status.

Second, the external challenges which are impeding the realization of real community participation in HDA are weak cooperation of community based organizations (CBOs); poverty of the grass root community; reluctance and resistance of the members in membership fee contribution; less understanding of the community about the DA's development interventions; attitudinal difference among different ethnic groups of the locality; dependency syndrome of the local community; less valuing of their contributions by the participants'; resistance of the grass root community in the involvement of different forums, interrupting the participation process and making weak cooperation of some political authorities with HDA; weakness of the government institutions in collaborating with HDA and mobilization of the staffs.

5.2 Conclusion

This paper has sought to identify the mode and levels of community participation; to assess the mechanisms or techniques employed for community engagement and the challenges or barriers that impede the realization of active community participation in the practice of participatory local development interventions. Based on the study findings, the following conclusions are drawn.

- ❖ HDA needs all resources of the community but practically, more attention is given by the branch coordinators for membership fee collection than the other non-material aspects.
- ❖ Membership fee payment is the main routine form of community contribution that constitutes the involvement of all members but the amount levied is not considerable of the members' income generating capacity among two members in a similar structure.
- ❖ The membership criteria and benefiting from the HDA's local development achievements are free for all inhabitants of the community. However, large number of the community members have yet not come in to registered members of HDA.

- ❖ The participation (contribution) level of local farmers is very promising for ensuring active community participation in HDA than all other membership structures. This is mainly the result of a good sense of belongingness and development of a conducive strategy easily to reach out the farmers.
- ❖ Participation level of the pensioners outside of the zonal coordination areas is high but they are almost forgotten in the locality (Hadiya zone)
- ❖ Weak communication mechanisms and facilities are great barriers in harnessing the organization with the stakeholders so as to increase the participation level of the community. As a consequence, the community has no clear understanding of the local development achievements of the organization.
- ❖ The local community has not well engaging in community forums because the DA couldn't arrange different forums due to the shortage of budget.
- ❖ Majority of the human resources (especially the branch coordinators) of the DA are below the required education and mismatching professions. As a consequence, they are inefficient in realizing the true community participation in the grass root level.
- ❖ Still today the attitude of some grass root community members is negative about the organization because of the past transparency related problems and lack clear understanding about the contemporary promising development achievements. Such understanding gap has tied up the community in the process of ensuring active participation in the DA.
- ❖ Problem identification task of the donor funded development projects is mainly professional work which is carried out by the experts of the respecting government sectors and the HDA. However, the grass root community who could come up with its local pressing problems and alternative solutions are less engaged in decision- making process of this stage of the projects.
- ❖ Most projects of the development association lack proper planning and it is highly centralized in the main office. As a consequence, the grass root community has low room in influencing the planning process.

- ❖ The grass root community is highly involved in implementation stages and feels a good sense of ownership in managing and sustaining the development achievements.
- ❖ Participation level of the community in different membership structures and various coordination areas lacks homogeneity. Thus, the area where intensity of the development projects is high, the participation level of the community is relatively better and vice versa.
- ❖ Those coordination areas where the institutions' heads and other political leaders are the members of HDA and having commitment and devotion to support the DA activities, where the participation of the other community is also more promising and vice versa.
- ❖ Participation of the community in the organization has come across blooming and darkening nature (lack uniformity) as a result of both internal and external challenges the organization had faced in different periods. However, it has continuously increasing nature since its rehabilitation in 2009.
- ❖ General assembly and board of trustees are the two essential modes of community participation in which majority of the decisions are made.
- ❖ Development clubs, project advisory committee, and cell groups are the modes of community participation where most of the local development projects implementations are carried out and grass root community facilitations are carried out. Except the basic associations, the others establishment has been realized in only few kebele and they are not functioning as well; however, their role is essential.
- ❖ Neither the past nor the present organizational structures of HDA has lacking the allocation of permanently recruited human resource in kebele and 'got' levels. However, majority of the community participation activities are carried out in these levels. So that it is one of the challenges in community mobilizations in grass root levels.
- ❖ The mechanisms or techniques HDA employees for community engagement in development interventions vary based on the purpose. But, use of printed material and discussion forums are the most familiarized ones.

- ❖ Various factors were found to contribute for the low participation of the community at different stages of a project cycle. The major ones are the absence of the uniform participatory planning approaches; low cooperation of the local institutions; limited capacity of the community; development of bad picture in the mind of the community towards HDA, low capacity of the organization to reach out all villages by development interventions; lack of commitment of members, dependency syndrome of the community, lack of the knowledge of community engagement in the development projects.

Therefore, according to this study, the practice of community participation in Hadiya Development Association is a recent phenomenon and lacks homogeneity among membership structures. The probability of realizing active community participation is dependent on the social, political, economic, cultural and institutional setups of the community at the local level. Hence, realizing real community participation demands the transformation of these setups in a way that reduces the impediments imbedded in them.

5.2 Recommendations

Based on the main findings of the study, the researcher forwarded the following recommendations as measures to be under taken to solve existing problems that has facing Hadiya Development Association and improve its efficiency as well.

- ❖ The organization should decentralize the planning task so as to incorporate the skill and knowledge of the grass root community. This will increase the feasibility of the projects' implementation as well as creates a sense of community ownership for the development achievements.
- ❖ HDA has a weak communication mechanisms and facilities in order to mobilize its different tiers and other stakeholders' in the country (Ethiopia) as well as abroad. So, the communication mechanisms should be modernized and the existing ones themselves are required to be improved and broaden.

- ❖ The presence of CBOs in the study community is a good opportunity for HDA to easily reach out the grass root community. So, close cooperation with indigenous institutions and local voluntary organizations will help to trigger the participation of the grass root community in relatively distant areas.
- ❖ Since HDA has working to fill the local development gap which could not be addressed by the effort of the government alone, the local government authorities should invest much effort in supporting the community participation activities of the development association.
- ❖ The community members in the locality have very wide understanding gap about the development interventions of the DA. Therefore, awareness creation activities in the organization should be given a critical attention.
- ❖ The presence of participation policy in the DA will make participatory issue to be an integral part of the organization's goals and allows it to be budgeted.
- ❖ Current community engagement mechanisms or techniques are inefficient that couldn't exceed the use of printed materials and discussion forums. Therefore, understanding who the stakeholders are and what mechanisms to be employed will help to develop appropriate community engagement mechanisms.
- ❖ Allocating reasonable amount of budget and arranging various forums for community discussions will increase the participation level of the community.
- ❖ The organization has many human resources which are not permanently recruited and inefficient in the duties and responsibilities to be carried out in the coordination positions. So, HDA should recruit permanent and relevant man power for all coordination positions.
- ❖ Some community members having high decision-making mandates (mainly board members) but they are very busy so that they have minimal contact and less commitment to work with the grass root community. Therefore, those community members who are easily available in the locality and having time for necessary contacts should be selected for the position.

- ❖ The contribution level of the resources among community groups (students, merchants, farmers, salaried employees, house wives and unemployed) has a great heterogeneity. So that relevant local opportunities and strategies should be developed easily to reach out all community groups so as to narrow the participation gap in between them unless this variation may develop another unpleasant nature in equal share of the benefits.

Upon completion of the research with the given research questions and the scope, it is observed that some relevant issues have not been covered by this research. To map the nature of community participation in local development interventions of HDA, in this study the prime focus is given to only few aspects of community participation whereas the following crucial issues of participation require separate study that can be relevant and interesting areas for future researchers.

- ❖ Opportunities and challenges of community participation in HDA.
- ❖ Comparative study of community participation among membership structures of HDA.

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ADDIS ABABA UNIVERSITY

Department of Regional and Local Development Studies

A Questionnaire Prepared for Household Survey

I am doing a survey that is a part of MA research in the department of regional and local development studies (RLDS) in Addis Ababa University. Thus, I want to study the nature of community participation in HDA's local development interventions. This questionnaire is anonymous/ nameless, all answers will be kept confidential and results will only be used for an academic purpose.

Thank you in advance!

A. General background of the respondent

1. Sex:- 1/ male 2/ female
2. Age:- 1/ <15 years 2/ 15-30 years 3/ 31-45 years 4/ 46-65 years 5/ > 65 years
3. Marital status :- 1/ single (never married) 2/ married 3/divorced 4/ widowed
4. Level of education:- 1/ Illiterate 2 / primary cycle 3/ secondary cycle 4/ secondary school 5/diploma 6/ first degree and above
5. Category of the respondent in the HAD membership structure:- 1/ student 2/ Trader 3/ Farmer 4/ Salaried employee 5/ house wife 6/ unemployed 7/ Pensioner 8/ Other, specify-----
7. Ethnic category 1/ Hadiya 2/ Kembata 3/ Gurage 4/ Silte 5/ other, specify ----

B. Economic back ground of the respondent

1. Monthly income of the respondent.....
2. Do you feel that the amount you/ your HH paying to HDA are sufficient to support the local development activities? 1/Yes, how?
..... 2/ no

3. If no, what should be done?

.....

C. General Information related to HDA development activities

1. How much information you have about HDA? 1/ sufficient 2/ moderate 3/ little 4/ no information
2. If your response is sufficient, moderate or little information, what development activities have been taking place in your locality by HDA? -----

3. Did you attend any forums arranged by HAD? 1/ yes 2/ no

D. Information about the mode and the level of participation

1. Have you ever participated in any local development activity of the organization?
 - 1) Yes, in what form (1) only cash 2) only free labor 3) only material 4) more than one form)
 - 2) No, why?
2. If yes, on what mode? -----
3. Taking the following indicators, in what stage of the development activities you participated.

No.	Indicators	Rating				
		Very low	Low	Fair	High	Very high
1	Problem identification					
2	Planning					
3	Implementation					
4	Monitoring and evaluation					
5	Taking corrective action					

4. Do you remember situations in which you quit (stop) participating in the development activities? 1) Yes, when?----- Why?
..... 2) no

E. Community contributions in different membership structures

1. Have you ever attended forums/structures (meetings, trainings, or any others) arranged for HDA's local development activities? 1) Yes 2) No, why?
.....
2. If yes, how do you evaluate the intention or motive of HDA during the engagement of the community? 1) it values whatever the contribution of the community 2) mainly focuses on collecting specific resources like cash, material, free labor etc 3)other, specify.....
3. Do you pay the membership fee regularly (with no reluctance)? 1) Yes 2) No, why? -----
4. If you were contributed other resources for the organizational sustainability and its development activities, mention them briefly. And for how long?
.....
5. Do you believe that monthly/yearly fee amount is sufficient to ensure the organization's sustainability and its development activities? 1) Yes, how..... 2)No, Justify
.....
6. Do you believe that member ship and the benefits gained from HDA local development interventions are inclusive of all local community irrespective of ethnic and other variations?
1) Yes 2) no, how?
7. If yes, do all ethnic groups of the zone have equal interest to participate in HDA's development activities? 1) Yes 2) no, why?
.....

F. Mechanisms employed for community engagement

1. What mechanisms do HDA employed to engage the community in your locality?
.....
2. Which mechanisms are more appropriate you to participate? And which one is more inappropriate?
.....
3. What mechanisms you suggest enables to realize active community participation in HDA local development interventions?
.....

G. Challenges and/or barriers impeding community participation

1. What are the challenges and/or barriers you and your neighbors have facing in the process of actively realizing community involvement in all aspects of HDA?.....
2. What solutions you recommend enables to tackle challenges and/or barriers you mentioned on question no. 1?
.....

F. General Questions

1. What effects have been come in to existence as a result of your community's participation in HDA's activities?
.....
2. What are the issues that need to be changed in participation?
.....
3. If you have any valuable idea or opinion which is not raised above and may be essential to the objective of this study, describe it on the space provided below.
.....

Thank you for your cooperation!!

Annex II

Interview Guideline for the Branch Coordinators & Manager of HDA

1. Level of education and specific profession.
2. For how long you have worked in this position?
3. What are the requirements to be a coordinator of the association?
4. Participation of the grass root community in selection process of the HDA coordinators.
5. Duties and responsibilities in the coordination position. (emphasizing on community participation)
6. Condition of your work in the position (full time by salary or part time by top up). Availability of logistics and facilities.
7. Form, nature and level of community participation in the organization. Specific development activities in your coordination area which have been carried out by HDA and detail of various community contributions.
8. Participation of different groups of the community based on the following rating scales.

no	Different groups of the community in membership structures.	Rating scales				
		V. low	low	Moderate	High	V. high
1	Students					
2	Traders					
3	Farmers					
4	House wives					
5	Salaried employees					
6	Unemployed					
7	Pensioners					

- VI. Fairness of the projects distribution
 - VII. Inclusiveness of various ethnic groups, gender consideration, minorities and disabled groups etc
 - VIII. Equipping the distant and nearby kebeles' community in engagement, mobilization, benefit and other aspects
 - IX. Communication mechanisms and facilities
 - X. Horizontal (in b/n equivalent development association and CBOs) and vertical (with its branch coordination offices) linkages
 - XI. Uniformity/consistency in the role played by local development and community participation (Fluctuating or constant trend)
 - XII. Others, specify
- b) The community(members, allies and Passive beneficiaries)**
- I. Understanding and willingness to participate
 - II. Picture towards the organization
 - III. Attitudes along d/t ethnic groups of the locality
 - IV. The tradition of dependence
 - V. Valuing of the contributions
 - VI. Interest for the involvement in various forums and extent of associating with returns
 - VII. Attitudes towards HDA's coordinators (representativeness, fairness, honesty)
 - VIII. Others, specify
- c) CBOs (*iddir, iquib and debo*) and other institutions involvement**
- I. Collaboration with HDA
 - II. Institutional capacity
 - III. Others, specify
- d) Zonal Politics**
- I. Turnover of politicians
 - II. Interruption in different aspects
 - III. Understanding level about HDA's capacity and its development role
 - IV. Readiness to support HAD
 - V. Others, specify.....

e) The board committee and branch coordinators

- I. Knowledge and understanding (about overall aspects of community participation, development paradigm, resource endowment etc)
- II. Understanding of the local pressing problems and alternative solutions
- III. Commitment /devotion for change
- IV. Time for community mobilization
- V. Corruptive acts
- VI. Representativeness for the zonal community
- VII. Others, specify.....

f) Government institutions

- I. Interest for working together
- II. place in community mobilization
- III. role in need identification
- IV. support in enhancing and collecting member ship fee
- V. opportunity raising
- VI. Others, specify.....

18. What effects have been come in to existence as a result of community's participation in HDA's activities?
19. What are the issues that need to be changed in participation?

FGD Checklist for members of HDA board of trustees

1. Brief history and establishment of HAD.
2. Criteria and educational requirement for the board members selection.
3. Form, nature and level of community participation in the organization.
4. What are the list of duties and responsibilities in mobilizing the community that the committee carryout with: a) the organization's (HDA) different tiers b) local community c) local institutions
5. Kind of participation carried out for planning and decision making processes. The place of local community in planning and decision making. Challenges or barriers in promoting community engagement. Alternative solutions developed or planed to apply. Mechanism of communication and availabilities.
6. Specific activities assigned for ordinary residents of the community in the program. Groups of the community actively participating and passive one.
7. Mechanisms or techniques employed for community engagement in the DA.
8. Challenges that make community members stop their involvement in the programs and projects. Strategies used to avert the challenges.
9. Trend of development, role played and community involvement (turnover and add up) of HDA. If it is not uniform, what would be the cause?
10. The extent of board members contact with the other groups(community leaders, Church leaders, Zonal political administration, Other CBOs , Government sectors, etc)
11. Effects that are come in to existence as a result of community participation in HAD.
12. Issues need to be changed in participation.



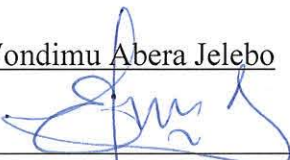
DECLARATION

I, the undersigned, declare that this thesis is my original work, has not been presented for a degree in any other university and that all sources of materials used for the thesis have been duly acknowledged.

Name: Wondimu Abera Jelebo

Signature: _____

Date of Submission: _____


26-06-2012

This thesis has been submitted for examination with my approval as a university advisor.

Name: Tegegne Gebre-Egziabher (Prof)

Signature: _____

Date: _____


26/06/12