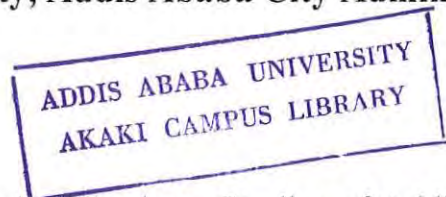


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COLLEGE OF DEVELOPMENT STUDIES
REGIONAL AND LOCAL DEVELOPMENT STUDIES DEPARTMENT

**Assessment of Non-Governmental Organizations Intervention in supporting
Iddirs for Sustaining Community Development: A Comparative study of three
NGOs in Akaki Kality Sub City, Addis Ababa City Administration**



A Thesis Submitted to the School of Graduate Studies of Addis Ababa University
in Partial Fulfillment of the Requirements for the Degree of Master of Art in
Regional and Local Development Studies

By:

TASSEW ENDALE ASHAGARI

June, 2014

Addis Ababa, Ethiopia

ADDIS ABABA UNIVERSITY
COLLEGE OF DEVELOPMENT STUDIES
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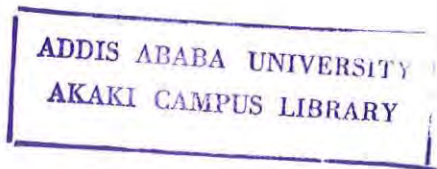
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By:

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ABSTRACT

The purpose of this study has been to assess the role of NGOs' interventions in supporting CBO, iddirs for sustaining community development activities for ensuring sustainability of benefits for target community. It was undertaken in one of the sub cities of Addis Ababa City Administration, Akaki Kality in which many NGOs are striving more for mitigating the plights of the of poor through supporting individuals and community structures like iddirs. The study was designed to assess the overall NGOs' thematic functions in the area, prevailing strategies for sustaining community development activities, existing challenges and constraints that impede sustainability of benefits and possible alternatives for ensuring sustainability in community development activities by CBO, iddirs. Primary data was collected from 37 respondents who were selected purposively in snow ball technique from the three cases NGOs, 11 iddirs and two government sector offices. Data was largely collected by using qualitative methods like key informants interview, semi-structured interview, focus group discussion, and personal observation but quantitative data also included in the comparative study of the three cases, NGOs for supporting the arguments of qualitative findings. The main findings of the research show that NGOs have followed different strategies to support CBO, iddirs for the sake of sustaining their social interventions and benefits for target community. However, there is no accountability mechanisms established that compel iddirs to benefits the needy groups for the resources what they have supported from NGOs. This shows the existence of poor linkage and coordination among main development actors for practicing community development in sustainable manner. In addition, those NGOs who have been focusing on economic empowerment of community members through organizing them in SACCOs, SHG and group cooperatives have brought changes on their life and sustain benefits. Relating to this, iddirs have obtained capacity building supports for enabling to take over responsibilities for the purpose of sustaining benefits to community. Hence, there need to create accountability mechanisms on iddirs and other development actors as well as give due attention for promoting community involvement, empowerment, linking and embedding of activities with existing system and withdraw of direct support gradually for enhancing sustainability of benefits.

Key Words: NGO, CBO, Iddirs, Community development, Sustainability of benefits, Capacity building

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LIST OF ABBREVIATIONS

AAU-----	Addis Ababa University
ABCD-----	Asset Based Community Development
ABE-----	Alternative Basic Education
ACORD-----	Agency for Cooperation in Research and Development
ADB-----	African Development Bank
AIDS-----	Acquired Immune Deficiency Syndrome
AI-----	Appreciative Inquiry
CBOs-----	Community Based Organizations
CCRDA-----	Consortium of Christian Relief and Development Association
CSOs-----	Civil Society Organizations
EDA-----	Emmanuel Development Association
FGD-----	Focus Group Discussion
FSCE-----	Forum on Sustainable Children Empowerment
GTZ-----	German Technical Cooperation
HIV-----	Human Immune Virus
IGA-----	Income Generating Activities
INGOs-----	International Non-governmental Organizations
KII-----	Key Informants Interview
LNGOs-----	Local Non-governmental Organizations
MOJ-----	Ministry of Justice
OD-----	Organizational Development

OFED----- Office of Finance and Economic Development
OVC----- Orphan and Vulnerable Children
PLWHA----- People Living With HIV/AIDS
SACCOs----- Saving and Credit Cooperatives
SHG ----- Self Help Group
SWOT----- Strength, Weakness, Opportunity and Threats
TOT----- Training of Trainer
WASH----- Water, Sanitation and Hygiene
WB----- World Bank
UN----- United Nations
UNDP-----United Nations Development Program

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GLOSSARY OF LOCAL TERMS

Derg-----The political party of military regime reigned Ethiopia from 1974-1991

Iddir----- A form of indigenous voluntary association meant for burial, mourning activities as well as related social security activities.

Iqub----- A kind of traditional Rotating Savings and Credit Association (ROSCA) found in Ethiopia.

Kebele----- Small local administrative unit in Addis Ababa before 2010.

Mahiber ----- A Kind of religious association among Orthodox Christians to feast on days of Saints as well as for social purposes.

Woreda----- Smallest local administrative unit in the Ethiopian urban structure/lower level of administration similar to district.

CHAPTER ONE

INTRODUCTION

1.1 Background

People across the globe are re-discovering and attaching more importance to civil society. This social realm includes non-governmental organizations (NGOs) but extends well beyond them to encompass people's organizations, trade unions, human rights bodies, religious groups, community-based organizations, and policy advocacy bodies, associations of business and professional people and so forth. The need to address a wide range of problems adversely affecting vulnerable groups prompted the emergence and growth of NGOs globally as we experience them today (De Waal, 1997). African societies are attaching increased importance to civil society. Operating in the domain known as 'civil space', this collection is collectively termed as Civil Society Organizations (CSOs) which is usually interchangeably used by different scholars and development practitioners with non-governmental organizations though the former is more inclusive (ADB, 1999).

In the last two decades, non-governmental organizations (NGOs) have gained increased attention among scholars and practitioners of development. They have become increasingly important agents of the development process in the countries of the South, in all of their main areas of work such as humanitarian relief, long-term development, policy formation and political advocacy (Attack, 1999). On the other hand, there is a current view that NGOs constitute a viable alternative to government as channels of relief, rehabilitation and development assistance particularly in developing countries.

NGOs may be better placed to articulate the needs of the poor people, to provide services and development in remote areas, to encourage the changes in attitudes and practices necessary to curtail discrimination, to identify and redress threats to the environment, and to nurture the productive capacity of the most vulnerable groups such as the disabled or the landless populations. The first indigenous organizations that were functioning apparently similar to the present non-governmental organizations were traditional self-help groups that existed for generations before they were developed into organized entities. Those traditional self-help

groups, which have been registered as proper organizations, are today known as community based organizations (CBOs) (Van, 1998).

Non-governmental and civil society actors are visible on the overall institutional landscape of Ethiopian society. Because of the specific contexts, compared to many other African countries, the Ethiopian NGO/CSO community is not that developed in terms of diversity, size and capacity. During the last two decades the community has had, in relative terms, some opportune moment for growth in size, diversification in make-up and self-organization for active participation in the national socio-economic process (Dessalegn, 2008). By any measurement, the progress realized since 1991 is impressive. Civil society is increasingly vibrant and relevant to the nation's political and economic revitalization. The enabling environment in which NGOs operate is constrained with excessive regulation and bureaucratic requirements that consume much valuable time. Despite these difficulties and others, NGOs represent an important element in the political and economic transformation of Ethiopia sought by its people and government and supported by the international donor community.

According to a study on NGO Contributions in 2005, the major achievements of NGOs in the period 1997—2001 are in the areas of food security, health and water, education, capacity building, physical infrastructures and emergency operations (CRDA,2010). In order to address the needs of their target group, most NGOs have worked together with the existing community structures because they help to ensure sustainability of the project activities as well as create sense of ownership for the development process. On top of this, they provide a more direct route to their target beneficiaries at the grassroots. At the same time diverse types of CBOs spring up and local NGOs begin emphasizing working with and through CBOs as part of their core strategy. Organizational capacity building is used by NGOs to guide their internal development and different project activities. Supporting of CBOs for improving their capacity to implement development activities is undertaken by NGOs through different capacity building mechanisms.

Even though the issue of organizational support is not uncommon for most NGOs development interventions, the way and means of giving the support determines its effectiveness for enhancing and improving their capacity. As a phase out/exit strategy, most development projects have carried out capacity building of CBOs as prioritized strategy to ensure handing over of community development activities smoothly. The existence of capacity building for CBOs has

multifaceted advantage in terms of realizing their true functions of community development rather than old age limited social roles. Due to the support they obtained from NGOs, they start to mobilize resources from community and external agents for benefiting of their members and other marginalized communities in their surroundings.

In the past one decade, CBOs particularly in urban areas like in Addis Ababa city administration have showed tremendous change in involvement of community development activities by utilizing the existing resources and mobilizing the potential resources. Hence, most NGOs have made an effort to support their paramount roles through building their organizational capacity by maximizing their skills and abilities as well as financial sources by making them to engage in income generating activities. Akaki Kality sub city is one of the prioritized areas in the city administration in which most NGOs are involved in supporting CBOs for making them to be key player of community development for bringing continuing and sustaining of project activities.

1.2 Statement of the Problem

Over the years, CSOs/NGOs existed in the country have helped their beneficiaries by building a diversity of self-managed organizations both in the rural and urban areas. These include: community based organizations like *Iddirs*, youth and women's associations, savings and credit societies, cooperatives, microfinance organizations, and school-based environmental groups. Moreover, CSOs/NGOs have also provided financial resource assistance and capacity building support to CBOs, *Iddirs*. It was the CSOs/NGOs which first recognized that some of the informal customary organizations found in many rural and urban communities; *Iddirs* in particular, could play an important role in community development (Dessalegn, 2008).

Most NGOs are working together with them since they are the horse-mouth structure of the community who has the capacity to determine the overall progress of the area. They show remarkable change in working with development issues of avoiding harmful traditional practices, child protection, supporting orphan and vulnerable children, etc. CBOs have a legitimate and key role to play in community development yet they often operate under very difficult circumstances mainly due to factors both internal and external to themselves. These factors include limited financial resources, lack of effective leadership, and marginalization by other development actors (Samuel, 2010). However, there need to have viable strategies of capacity building for those

institutions in order to make them active participants of the community development process rather than end receiver of services. According to Desalegn (2010), the support of NGO/CSOs in reviving and strengthening of grassroots community organizations and institutions has positively contributed to social activism and pluralism in society. Phase-out and sustainability are two most important terms, which are frequently mentioned in development programs. NGOs should be where they are to bring change among the needy people. Change will be possible if only NGOs are able to sustain their programs. Sustainability becomes possible when NGOs start their programs with good phase-out strategy. However, Ayele (2008) delineated that there are evidences that indicate NGOs programs have the problems of phase-out and sustainability. Interviews made with both governmental and non-governmental organizations confirmed this fact. Majority of NGOs respondents and government bodies stated that NGOs programs/projects have phase-out and sustainability problems (Ayele, 2008).

Recently, the demand for working with CBOs, *Iddir* becomes increased and takes as a better strategy specifically for most indigenous NGOs in the study area, Akaki Kality. The main factors for such condition are changing perception on CBOs, *Iddir* as they become development actors rather than carrying out limited social role, recognitions of *Iddir* and their roles as viable strategy of sustainable community development by donors and government bodies as well as growing interest to shift the emphasis from top-down to bottom-up development that make organizations to shift their organizational structure, goals and roles along with the shifts in development thinking. According to Shiferaw (2002), *Iddirs* in the study area, Akaki Kality have potentials and resources to involve in community development activities if they have got support of capacity building and continual technical aid in the areas of project management, leadership and resource mobilization. They have played pivotal role in giving care and support program for HIV/AIDS affected and infected people, insurance role in mobilizing and saving resources, emergency role in mitigating the effects of incidents, social development role in getting members close to each other, mutual cooperation and support, conflict resolution and strengthening social solidarity and relationships.

Considering to this, different NGOs have supported *Iddirs* in community development process through building their capacities and involving them in project implementation. But *Iddirs* are challenged with bringing of sustainable community development due to ill effects of phase out

strategy and capacity building program. The NGO sector is vigorously and effectively pursuing that goal in order to hand over their role of community development activities. However, it is only realized when CBOs are able to be equipped with skilled manpower and having continual technical support from stakeholders instead of erratic assistance. It is not only limited to capacity building of training and technical assistance but also ultimately to much more in supporting of financial and materials provision (World Bank, 2000). Regarding to the role played by the CBOs in community development has not got attention; hence, this study has examined their imperatives in sustaining of development activities and proposes areas of focus for the role of NGOs in supporting of *Iddirs* for the sake of benefit sustainability in the community.

Even though NGOs have played vital roles in supporting CBOs, *Iddirs* for benefiting of the needy people, there still exist a huge gap in making them to be actors of sustainable community development by using their potential and developing viable phase out strategies. Previously, many studies have been done on the role of NGOs (Shiferaw, 2002; Ayele, 2008 and Ephrem, 2010) that only reflect their contribution in alleviating poverty and their relations with community organizations. In addition, there is also a knowledge gap between the role and the potential of *Iddirs* and their actual contribution for the benefits of their members in particular and for the development of their locality in general. The inexistence of giving due attention for sustainability of benefits in the developmental intervention process by NGOs and their piecemeal strategies of building the capacity of CBO, *iddirs* have become concerned issues in the study area, *Akaki Kaliti* which needs to be rectified and brought in the right track of community development process for promoting of sustaining benefits of projects' out puts and outcomes to target community. In this regard, Tegegn (2000) made an emphasis on the limitedness and lack of research in the area to tap the potential of local organizations like *Iddirs*. Although CBOs like *Iddirs* could serve as important intermediaries in development, almost no effort has been made by the government, the market and national and international NGOs as to how to tap their grassroots, voluntary and participatory potentials of *Iddirs* at the local level (Tegegn, 2000).

Cognizant of this fact, the purpose of this research is to contribute to this gap and it aims at assessing the roles of NGOs in supporting CBOs, *Iddir* for sustaining community development activities by analyzing opportunities exist in the community and identifying major constraints that impeded them not to function effectively.

1.3 Objectives of the Study

1.3.1 General Objective

The aim of the study is to assess the role of NGOs intervention in supporting CBOs for sustaining community development activities by analyzing the existing opportunities and constraints for future betterment of their performance and indicating the prospective conditions

1.3.2 Specific Objectives

- ☞ To assess the overall roles and contributions of NGOs for the well-being of disadvantaged groups of society;
- ☞ To analyze the current practices of NGOs in supporting CBOs, *Iddirs* for making them to be partners and main actors of community development;
- ☞ To identify the major potentials and constraints of *Iddir* in continuing and sustaining of community development activities; and
- ☞ To ascertain alternative strategies of sustainability and phase out mechanisms by NGOs for ensuring sustainable community development in the target group.

1.4 Research Questions

- What are the major thematic areas of NGOs for mitigating the existing poverty conditions of the society?
- Who are the main actors and stakeholders of community development activities?
- In which program of capacity building does NGOs involve in supporting CBOs, *Iddirs*?
- What are the current practices of delivering capacity building program of NGOs for *Iddirs* to make them active participants in community development?
- What are the major opportunities and challenges that exist in supporting *Iddirs* to make them partners of development?
- What are the possible effective strategies and mechanisms of capacity building for *Iddirs* to ensure sustainable community development?

1.5 Significance of the Study

Currently, non-governmental organizations (NGOs) have focused on supporting the grass root community structures by using the existing ones and establishing new ones for the sake of

continuing and sustaining projects' outputs and outcomes during their non-existence. The existence of genuine participation of community organizations like *iddirs* from the inception of project up to monitoring and evaluation has paramount importance in terms of empowering and enabling them to be owner of community development activities. In the similar trend, this study was able to unearth the potentials of CBOs and its role in sustaining community development activities by identifying alternative strategies of capacity building mechanisms for NGOs regarding to its provision. On top of this, it gives an overview on possible opportunities and constraints of NGOs in assisting CBOs for redressing the formidable challenges that inhibit the effectiveness and viability of most development projects. It also tries to show the coordination and partnership linkage of NGOs, government sector offices, CBOs and other stakeholders with glimpse overview from the point of shared goal achievement and sustainable development. In addition, it also reflected better practical and viable experiences of CBOs roles in implementing development activities to share for others to replicate it with their target areas.

1.6 Scope and Limitation of the Study

Even if most community structures are diverse in its formation and functions, the study has able to confine to some purposively selected NGOs and *Iddirs* since they have better experience in community development activities. It has mainly focused on the capacity building dimension of interventions by NGOs in supporting *Iddirs* for sustainability of benefits while other thematic areas like education, economic empowerment and others were used as supplementary of it. In addition, the study has selected those CBO, *iddirs* who are directly involved in the development activities by creating partnership with different NGOs in which they have followed different strategies of capacity building. Since most of the members of CBOs including leaders are not well educated, it was difficult to get time series data due to their low recalling capacity. Lack of detailed and extensive research carried out on NGOs role in supporting of *Iddirs* in community development was limited this research to depend heavily only on limited secondary data. The findings of the stud will not be applicable to all contexts of community structures due to its limited geographical coverage during study with financial constraints. Moreover, the inexistence of many projects by NGOs who are focused on supporting CBOs made hurdle in getting rich information for intensive analysis.

1.7 Organization of the Paper

This research paper consists of five chapters. Chapter one deals with general background, problem statement of the study, objectives, significance as well as the scope and limitation of the study. The second chapter includes the conceptual and theoretical definitions, frameworks and perspectives on the issues related to the study like civil society organizations, non-governmental organizations and community development approaches and means of achieving it in sustainable way. Methodologies issues including the study area description and research design process are presented in chapter three. Chapter four explains about the findings and results of the study with in two sections in which the first one focuses on data interpretation and description while the latter discuss and analyzes issues that are related with sustainability of benefits and community development.

CHAPTER TWO

LITERATURE REVIEW

2.1 Conceptual and Theoretical Definitions, Framework and Perspective

This section deals with highlighting of the major conceptual and theoretical issues of the research for the purpose of analyzing the different concepts and findings involved in this research paper. Most of the theoretical issues are direct relevance to the stated objectives and to the research questions indicated in the preceding sections.

2.1.1 Civil Society Organizations (CSOs): Contexts and Features

The concept of civil society is understood differently across different historical periods and depending up on ideological view points and socio-cultural contexts. Today, there is no universally accepted definition of civil society or organizations formed to represent civil society. Even within Member States and the family of the UN, the definition and classification of civil society actors seems to vary. Many use the term NGOs synonymously with CSOs. These are formal or informal groups of citizens acting collectively in a public sphere to express their interests, passions, and ideas, exchange information, achieve mutual goals, make demands on the state, and hold state officials accountable (Diamond[1994] as quoted by Fugere [2001]. Included in this characterization are NGOs, CBOs business organizations, workers' organizations, religious groups, farmers union and so on.

“Civil society encompasses a constellation of human and associational activities operating in the public sphere outside the market and the state. It is a voluntary expression of the interests and aspirations of citizens organized and united by common interests, goals, values or traditions, and mobilized into collective action either as beneficiaries or stakeholders of the development process. Though civil society stands apart from state and market forces, it is not necessarily in basic contradiction to them, and it ultimately influences and is influenced by both (Fugere, 2001:65)”.

As it mentioned earlier a CSO is not an isolate entity by its own rather it engages in constant interaction with other actors to advance its respective interest. However, in the interaction among the different sectors, it is important to note that each sector has its own limitation to work to the

interest of the poor and marginalized sections of the society. In practice, there exists huge gap between the promise they made and the actual implementation of those promises. Schwabenland is critical of this limitation especially in the “third sector”. According to Schwabenland (2006), the third sector and their associational activities are increasingly regarded as the activity that rest at the heart of the community and such community is regarded as a significant guarantor of democratic and civic engagement.” However, much of the claims of voluntary organizations to represent those who have been left out of government programs and policies remain a thought and wishful-thinking in its own. The issues of representation and concern to the poor advocated by the voluntary organizations remain the irresolvable paradox that lies at the heart of this sector in terms of addressing the real objectives or their own interests (Ibid).

The concept of civil society organization is debated in terms of two opposing arguments. One approach claims that the total framework of civil society organization include both formal and informal organizations; and the other view argues that conceptualization of civil society organization is impossible outside the formal organization framework. Dessalegn (2000) is one among those who argues in terms of the view that civil society organizations cannot be conceptualized outside the framework of formal organizations. Accordingly, the range of civil society institutions include NGO, advocacy organization, professional associations, cooperatives, trade union, religious organizations and independent press (Dessalegn, 2002). Hence, according to Dessalegn (2002) the conceptualization of civil society organization exclude informal (or traditional) organizations that are common both in rural and urban areas and ethnic based self-help and development. There is lack of evidence, as to what extent these organizations contribute to the public interest during the last decade. This is the major rationale that has been provided to justify his argument for exclusion of informal organizations from the definition of civil society organization. Shiferaw (2002) on the other hand, argued that the concept of civil society organizations might comprise both formal and informal organizations. According to Shiferaw, the range of civil society might include NGOs at international, national and local level; church organizations, grass roots and people organizations. This category consist of residential area based associations, professional associations, burial associations, producers’ and consumers association, credit association, trade unions , gender and age based organizations and various interest groups(Shiferaw, 2002)

2.1.2 Non-Governmental Organizations (NGOs): Concepts, Issues and Functions

Like other civil society organizations, NGO has no commonly agreed upon definitions globally. NGOs in their broader definitions are “associations formed within civil society bringing together individuals who share common purpose” (Turner and Hulme, 1997). Others define non-governmental organizations (NGOs) as legally constituted organization created by natural or legal persons with no participation of any government. In the Ethiopian context, as defined by German technical Cooperation (GTZ (2001)), the term is broadly used to denote an organization that meets the following requirements:

- NGOs are voluntary in their genesis
- NGOs engage in relief, service delivery, and advocacy or development activities
- NGOs are non-profit or self-serving organizations working to serve the disadvantaged groups of the society
- NGOs are non-political
- NGOs have no permanent program interest or geographical context
- Legal status: any organization to be considered as NGO, it requires a legal status/registration. NGO refers to both indigenous and international non-governmental organizations (GTZ, 2001).

NGOs can be differentiated by orientation or level of operation. Type of NGO by orientation include charitable (relief and welfare) and development (service, participatory and empowerment); and by level of operations include national and international NGOs. During the past two decades, non-governmental organizations (NGOs) working in development have increased their profiles at local, national and international levels, NGOs have come to be recognized as important actors on the landscape of development from the reconstruction efforts in different countries due to disasters and other causes to international campaigns for aid and trade reform such as “Make Poverty History”. NGOs tend to be best known for undertaking one or others of these two forms of activity; the delivery of basic services to people in need, and organizing policy advocacy and public campaigns for change. At the same time, NGOs have also become active in a wide range of other more specialized roles such as emergency response, democracy building, conflict resolution, human rights work, cultural preservation, environmental activism, and policy analysis and information provision.

Generations and Functions of NGOs

A number of observers have pointed to a gradual shift in the activities of development by NGOs; from a welfare orientation to a more development approach. Korten (1987) refers to three generations of strategic orientations in the developing community: relief and welfare, local self-reliance, and sustainable systems of development.

Table 1: Three Generations of NGO Development Program Strategies

Characteristics	Generation		
	First	Second	Third
Defining Features	Relief and Welfare	Small scale, self-reliant local development	Sustainable systems development
Problem definitions	Shortages of goods and services	Local inertia	Institutional and policy constraints
Time frames	Immediate	Project life	Indefinite long term
Spatial scope	Individual or family	Neighborhood or village	Region or nation
Chief actors	NGOs	NGOs + beneficiary organizations	Public and private institutions
Development education	Starving children	Community self-help initiatives	Failures in interdependent systems
Management orientation	Logistics management	Project management	Strategic management

Source: Korten (2010).

Streeten (1997) delineated that NGOs are professionally-staffed organizations aiming at contributing to the reduction of human suffering and to the development of poor countries. He categorized their functions in to four; (1) they are good at reaching and mobilizing the poor and remote communities; (2) they help empower poor people to gain control of their lives, and they work with and strengthen local institutions; (3) they carry out projects at lower costs and more

efficiently than the government agencies and (4) they promote sustainable development. NGOs do this in various ways, e.g. by funding projects, engaging in service provision and capacity building, contributing to awareness, and promoting the self-organization of various groups (Baccaro, 2001).

2.1.3 Community-Based Organizations (CBOs)

Some observers like Pratten define CBOs in a broader term as “mediators between the state and society, and between development agencies and the household” (Pratten, 1997). For other authors like Howes, “CBOs are membership organizations that exist to further the interests of their own members and directly accountable to their members” (Howes, 1997). It is apparent that both Pratten and Howes' conceptualizations restrict the roles of CBOs to members' benefit per se. However, the conceptualization of CBOs in such restricted sense is far from adequate for the purpose of this research. To the contrary, it is argued that membership organization play local development role which goes beyond membership boundaries. Uphoff (1986) substantiates the above point. According to him, CBOs have positive roles outside of their membership boundaries. He states that CBOs promote development and undertake productive activities by putting available resources to their most efficient and sustainable use according to locally specific experience, and offer appropriate resolutions in conflicts of resource management at the community level. While the definition of CBOs remains a difficult question to answer in full consensus, in this paper CBOs are conceptualized as “voluntary organizations that serves specific population in a narrow geographical area. In a nut shell, we adopt Wondwosen's definition with little modification who defines CBOs as “membership organizations made up of groups of individuals who have joined together to further their own interests and/or the interests of others” (Wondwosen, 2009).

Once we see the conceptual definition of CBOs, the following sections describe about the theoretical understanding of CBOs in their capacities and NGOs perception regarding to the capacity development process of CBOs. In the following texts, the concepts of facilitators is related with mediator between the community and resources giver so that NGOs at international or local level and other development practitioners who are directly implement development programs at lower level consider as facilitators.

2.1.3.1 Views on CBOs' Capacity and the Importance of Practitioner Positioning

Fukuda-Parr (2002) challenges underlying assumptions that inform the practice of the capacity development profession. He objects to the premise: (a) that developing countries lacked important skills and abilities – and that outsiders could fill these gaps with quick injections of know-how; (b) that it is possible simply to ignore existing capacities in developing countries and replace them with knowledge and systems produced elsewhere – a form of development as displacement, rather than development as transformation; and (c) that it is possible for donors ultimately to control the process and yet consider the recipients to be equal partners. These systemic issues also apply to development of CBO capacity which takes place within the development mainstream. Capacity development of community-based organizations is largely directed by those more powerful in the sector, such as donors, NGOs and local government institutions. Community-based organizations are openly valued for capacities they have, becoming the target of many development interventions. They are seen as central to development efforts, since they are closest to and reflect the dynamics of poor communities. They are often embedded within social relationships at this micro level of interaction, which makes it easier for them to articulate concerns and drive local development processes. There is, however, a contradiction in the kind of capacity meant to be developed in order to execute their role as development agents, so working towards the historical task of eradicating poverty.

The concept of CBO-capacity development needs a thorough, close understanding of existing capacities, as well as deeper engagement with each individual organization. Yachkaschi (2008) argued on the two sets of prioritized capabilities: leadership and the ability to relate. Leadership capacity has expressed through strong pioneers since it is the main driving forces of the CBOs but can also tend to dominate the organizations. This condition raised questions about ethical and collective leadership styles. The leaders' personal history, and their sense-making of their circumstances with the members of their organizations, provided the collective story, which give rise to the vision and identity of the organizations. In other words, they determine how the organization understands and stays true to itself and sustains its legitimacy within the community. Volunteerism plays an important part in the functioning of CBOs, which is described as strength. But energetic commitment is also a threat for leaders and members because of the risk of burnout and personal deprivation in a context of material poverty and insecurity. Maintaining

relationships and networks forms a core capacity of CBOs. Knowledge and maintenance of network connections often are their leaders' main strength. Relationships in this context need to be understood from a complexity perspective, specifically looking at relationships within CBOs, between CBOs and their communities, as well as with the broader development situation. Here, power asymmetries needed particular attention, including the relationship with the organizational development (OD) facilitator or adviser.

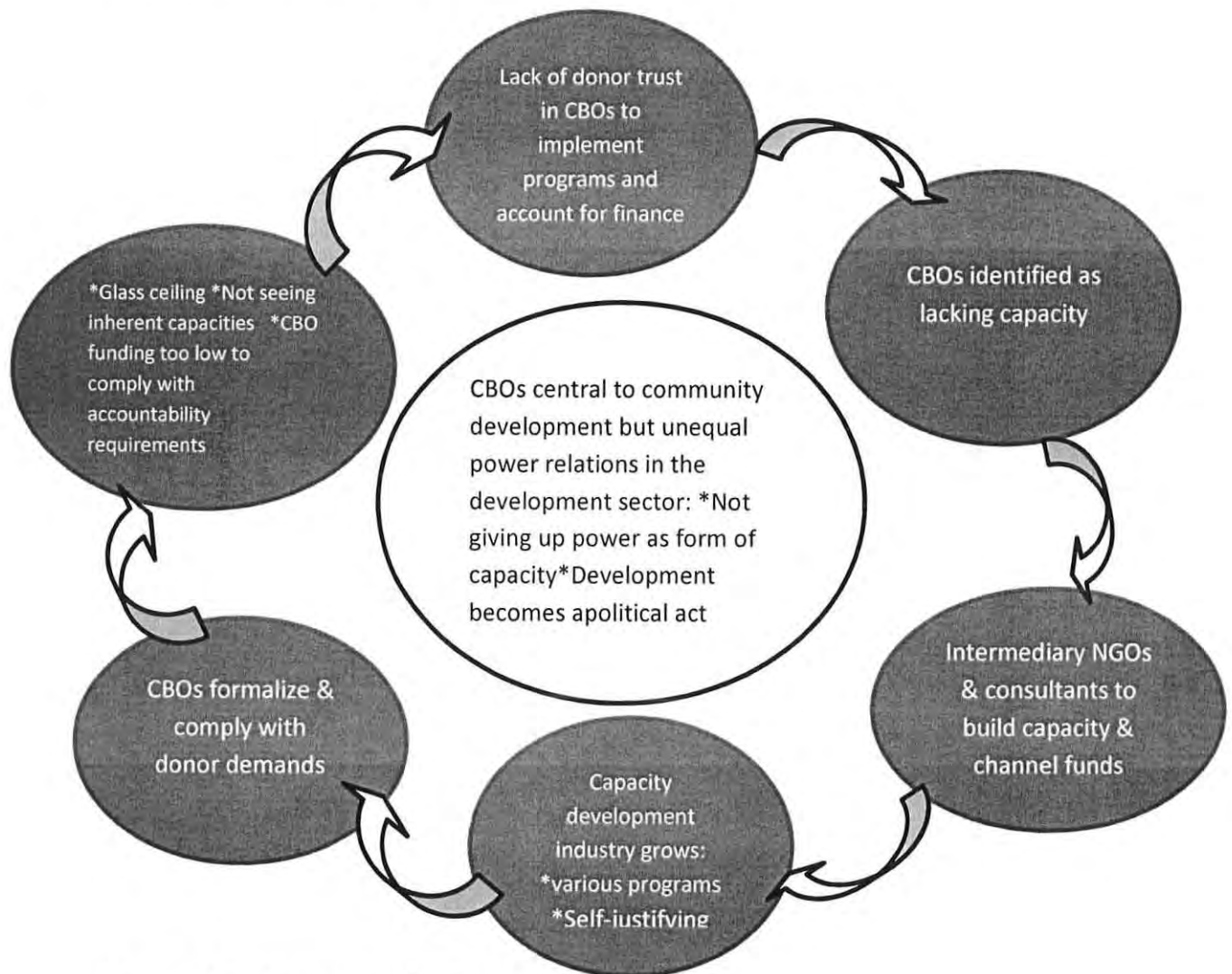


Figure 1: *CBO capacity development cycle*

Source: Yachkaschi (2008).

2.1.3.2 Organizational Development with CBOs

Yachkaschi (2008) pointed out more specific principles and suggestions of how to work with CBOs in a way that encourages CBO members to maintain their own power in the process. Organizations need to understand that they do not need to be empowered, as in being given power by a seemingly more powerful person or organization. Instead, they can empower themselves and become more resourceful, with or without support from an outside facilitator. Instead of acting as an expert, a facilitator needs to work in a collaborative way to foster collective learning. An OD approach may enable CBOs to gain more control in an 'out-of-control' environment. While acknowledging capacity development in practice, an appreciative approach can raise awareness through inquiry about root causes of issues internally and externally. These insights can enhance the quality of an organization's decisions about adequate responses. In this way, the CBO's reactivity may be guided towards a more conscious response-ability to issues. Traditional OD does emphasize the notions of participation in problem analysis and solution finding. When combined with a people-centered developmental approach, however, it goes beyond people's participation and seeks to develop capacity to exert authority over their own lives and futures and promotes a strongly developed civil society in which the power of the state, of capital and of transnational capital and transnational aid organizations, is held in balance by a plethora of competent, independent and self-reflective community-based and non-governmental organizations' (CDRA, 1999; Kaplan, 1996).

When starting to work with a CBO, one needs to ask oneself the questions: What are my assumptions about what CBO capacity is? What lens do I use when assessing a CBO? If we try setting standards comparable to more established NGOs, that is, organizations with a high level of formality and differentiation, then most CBOs will look deficient and underdeveloped. A more appreciative approach, enabling the facilitator and organizational members to really understand the organization and its driving forces, may in turn lead to more self-empowerment of the CBO (Ibid). Effective development calls for the 'ownership' of processes of change by those who will embody them in the future. However, the power asymmetry of donor-recipient relationships has negative implications for a capacity-development intervention because it often leads to a lack of ownership. In the absence of strong ownership on the side of CBOs, it is tempting for the facilitator to take over rather than remaining 'developmental' by accepting the CBO's own pace

of growth. A resulting facilitator-driven process may go beyond what the CBO is ready to engage with and, thereby, (re-) create dependency. Furthermore, a CBO-owned process will be only being transformative if it is driven and self-organized by internal forces and dynamics of change.

2.1.4 Community Development: Definitions, Concepts and Related Issues

Several definitions and/or descriptions of community development have been put forward. Frank and Smith (1999) define it as the planned evolution of all aspects of community well-being (economic, social, environmental and cultural). They go on to say that 'it is a process whereby community members come together to take collective action and generate solutions to common problems.' The Standing Conference for Community Development (a UK-wide development network) says that it 'is about developing the power, skills, knowledge and experience of people as individuals and in groups, thus enabling them to undertake initiatives of their own to combat social, economic, political and environmental problems, and enabling them to fully participate in a truly democratic process'. Wikipedia (2009) quotes the definition postulated by the Community Development Exchange, one of the leading organizations in the field as: 'The process of developing active and sustainable communities based on social justice and mutual respect. It is about influencing power structures to remove the barriers that prevent people from participating in the issues that affect their lives. The most widely accepted definition is that agreed at an international conference on the subject held in Budapest, Hungary, and endorsed at other similar conferences since then. This rendition, now known as the Budapest Declaration, defines community development in the following way:

Community development is a way of strengthening civil society by prioritizing the actions of communities and their perspectives in the development of social, economic and environmental policy. It seeks the empowerment of local communities, taken to mean both geographical communities, communities of interest or identity and communities organizing around specific themes or policy initiatives. It strengthens the capacity of people as active citizens through their community groups, organizations and networks; and the capacity of institutions and agencies (public, private and non-governmental) to work in dialogue with citizens to shape and determine change in their communities. It plays a crucial role in supporting active democratic life by promoting the autonomous voice of disadvantaged and vulnerable communities. It has a set of

core values/social principles covering human rights, social inclusion, equality and respect for diversity; and a specific skills and knowledge base. (Craig, 2005:54).

While the various definitions and descriptions seem to emphasize different issues, common threads run through all of them. These include the primacy of community participation at every level of any initiative, the empowerment of the members of the community concerned, the central role of the diverse community formations, underlying change process and the support of external actors where necessary. Thus community development can be seen as a change process that encompasses both improvement and empowerment; improvement in the situation and life of the beneficiaries in all respects social, economic, physical and environmental, and empowerment of the beneficiaries to sustain, enhance and extend that improvement.

2.1.4.1 Issues in Community Development

NGOs follow the strategy of involving community in their own development process. Relating to this, Fugere (2001) highlights several issues that are critical to community development with the changing situations of NGOs: active participation of people in their own development, proximity and commitment to the beneficiaries of development projects (the poor), promotion and defense of social justice, lean organizations with limited overhead costs, and the possible implications of the decline in foreign funding.

Active Participation: Active participation of project participants is necessary and important for a number of reasons. Only the beneficiaries know and understand their needs and priorities best; since he/she 'who feels it knows it is logical that 'the people who experience poverty should be at the center of initiatives to address poverty' (Magadla, 2008). It is therefore necessary for the success of the project to involve the intended beneficiaries at every stage of the project life cycle, from identification to evaluation.

Ownership and sustainability: Related to the issue of participation are issues of ownership and sustainability. Before these concepts came into the mainstream of development discourse and practice, development organizations would 'deliver' pre-packaged development to recipient and passive communities with they (the communities) themselves having nothing to contribute

Relevance and responsiveness: As the term implies, relevance relates to the extent to which the project or program being implemented in the community addresses a need felt and expressed by the intended beneficiaries

Social justice issues; not least of the issues critical in community development is social justice. The term generally refers to the respect and observance of principles of humanity and fairness in development activities.

2.1.4.2 Approaches to Community Development

Some of the leading writers on the subject of community development, Kretzmann and McKnight (1993), advanced what they called two divergent paths to community development. One primarily focuses on a community's needs, deficiencies and problems; the other insists on beginning with a clear commitment to discovering a community's capacities and assets. The following three approaches will be one of the theoretical references for analyzing the comparative studies of the three NGOs relating to supporting their target group in this research paper.

(i) The Traditional needs-driven path

People are deprived of basic needs and live in poverty with problematic and deficient conditions. Once it is identified, development actors determine how problems are to be addressed through deficiency-oriented policies and programs by teaching people the nature as the answer to their problems. As a result, residents come to see themselves as people with special needs that can only be met by outsiders; the donor syndrome has set in. The local authorities and other levels of community leadership seem to catch the same disease. No wonder why despite the millions of development assistance invested in those areas, poverty and related problems don't seem to ebb; if anything, they are on the rise.

(ii) The Capacity-focused development path

The negative debilitating effects of the deficiency and externally driven model of community development are clear and point to the need to change to the capacity-focused model of development. That alternative path leads toward the development of policies and activities based on the capacities, skills and assets of participating communities. Lessons from history show that significant community development takes place only when local community people are

committed to investing themselves and their resources in the effort; communities are never built from the top down, or from the outside in (Kretzmann and McKnight, 1993).

The key to community development in any community is to locate all of the available local assets, to begin connecting them with one another in ways that multiply their power and effectiveness, and to begin harnessing those local institutions, such as schools and churches for local development purposes (Kretzmann and McKnight, 1993). This thinking has led to the rise of several community development methodologies in the capacity-focused development fold. One such methodology is the asset-based community development process.

(iii) Asset-based community development approach

Asset-based community development (ABCD) is a community development process that is asset-based, internally focused and relationship driven (Kretzmann and McKnight, 1993). The methodology starts with what is present in the community, the capacities of its residents and workers, the associational and institutional base of the area, not with what is absent, problematic, or what the community needs. Being internally-focused, the development strategy concentrates first of all upon the agenda-building and problem-solving capacities of local residents, local associations and local institutions. And being relationship driven, it points to the importance of and the need to constantly build and rebuild the relationships between and among those local residents, associations and institutions. By focusing on “the glass half full” (rather than half empty), ABCD diverges from conventional development agency practice that defines communities by their problems and deficiencies (Mathie, 2006). It is an approach to working with communities that emphasizes people's assets, rather than their deficiencies, and encourages the mobilizing of community assets to meet opportunities for genuine community-driven or citizen-driven development.

2.1.5 NGOs' Functions and Sustainable Community Development

As different findings show that NGOs' functions are very crucial for promoting sustainable community development. Specifically, if there are priorities on the functions related to provision of microfinance, initiation of community capacity building and self-reliance. Eventually, sustainable community development will be achieved, particularly when community is empowered. The “bottom-up approach” in community development would likely bring about

empowerment to the community and finally sustainable community development. According to Finger (1994), the bottom-up approach emphasizes community participation, grassroots movements and local decision making. It argues that community participation and grassroots initiatives promote participatory decision making and local self-reliance (Panda, 2007). In bottom-up approach, people are able to define their own problems and having ability and capacity to solve it through organizing and participating themselves. The following sections review some roles, functions and programs of NGOs such as microfinance, capacity building and self-reliance in affecting community empowerment and finally its contribution to sustainable community development.

(a) Microfinance: It is defined as efforts to improve the access to loans and saving services for poor people and currently being promoted as a key development strategy for promoting poverty eradication and economic empowerment. It has the potential to effectively address material poverty, the physical deprivation of goods and services and the income to attain them by granting financial services to households who are not supported by the formal banking sector (Sheraton, 2004). Microcredit programs provide small loans and savings opportunities to those who have traditionally been excluded from commercial financial services. Microfinance considers as an effective means of poverty reduction and empowerment particularly for women empowerment. As a development inclusion strategy, microfinance programs emphasize women's economic contribution as a way to increase overall financial efficiency within national economies. In order to gain economic sustainability, NGOs through microfinance help communities to reduce poverty, create jobs, and promote income generations.

(b) Capacity building: It is another NGO's strategy that helps to bring about sustainable community development. Capacity building is an approach to development that builds independence. Before beginning to build capacity within programs, practitioners need to identify pre-existing capacities such as skills, structures, partnerships and resources. Frankish (2003) has counted a number of dimensions for community capacity including financial capacity (resources, opportunities and knowledge), human resources (skills, motivations, confidence, and relational abilities and trust) and social resources (networks, participation structures, shared trust and bonding). In terms of NGOs' functions, Langran (2002) has defined capacity building as the ability of one group (NGOs) to strengthen the development abilities of another group (local

Another study carried out in Akaki by Shiferaw (2002) indicated that Iddirs have shown internal dynamisms through evolutionary process by involving and expanding their roles and functions. In order to strengthen and redress their problems and limitations, he pointed out the roles of tailored made capacity building program and supporting policy from government in terms of creating fertile ground for CBOs, Iddir to be owner of their development process. Partnership among NGOs and government should be revised and to be on equal footings to materialize and make participation meaningful. Hence, capacity building measures become essential prior to engagement in partnership and meaningful participation. To strengthen *Iddirs*, they should be able to function independently. Also they should be empowered legally, economically and politically. Besides, organizational and human capacity building measures are essential, because as *Iddirs* acquire inherent limitations and rudimentary organizational capacity to undertake complicated and challenging poverty alleviation and sustainable development activities, extensive capacity building measures are highly essential in order to build upon their existing potential capacity.

Regarding to the related issues of sustaining benefits for community by NGOs intervention which is one area of focus by this paper, Agnes (2010) noted that benefit sustainability links with community participation, empowerment and ownership. In such scenario NGOs consider as facilitators of these processes, and through strategic alliances with other development actors, it is assumed that social interventions would or are likely to head towards sustainability. All threads of arguments put together reveal a number of dilemmas that are embedded in the processes that should lead to benefit sustainability. He mentioned as some local NGOs work against to the facilitators roles by strengthening social hierarchies and re-enforced a patron-client relationship and disempowering instead of empowering individuals to realize their potential. Hence, the group formation and economic empowerment process have leading role in realizing benefit sustainability in the community which should be coupled with integration of local engagement with national systems to influence policy. On top of this, the study recommended harmonization of approaches between local NGOs, the government and other development actors is likely to guide towards benefit sustainability.

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communities) through education, skill training and organizational support. NGOs, through the provision of education, skill and knowledge, develop the capacity of community towards achieving sustainable development. In fact, NGOs act as a capacity builder to help the community to develop the resources, building awareness, motivating to participation in project and finally improving the quality of community's lives.

(c) Self-reliance: It is another strategy that affects sustainable community development. Effective community development sits on the foundation of self-reliance. The concept of self-reliance is strategically situated within the essence of community development and is related to other concepts like mutual-help, self-help, participation of the indigenous people and rural progress. Self-reliance encourages the necessity for people to use local initiatives, their abilities and their own possessions to improve their condition. To attain self-reliance, community workers (e.g. NGOs) and community groups must discover their own potential and look for ways to innovatively develop such discovered potential to use as sources of wealth for the development of the community (Ife and Tesoriero, 2006). Motivating and mobilizing people to be self-reliant and to participate in development activities become an important objective of the NGOs which can facilitate sustainable development of the community.



Figure 2: Theoretical framework of the functions of NGOs in promoting sustainable community development

Source: Allah and Redzuan (2010)

2.1.7 Review of Empirical Studies on NGOs and CBOs, *Iddir*

Empirically, the issue of CBOs in relation with NGOs and community development has got attention three and four decades ago for tackling of the rampant distribution of HIV/AIDS at global level. In addition, Samuel (2010) mentioned that partly due to prevailing socio-economic challenges and increasing donor fatigue, some donor organizations began experimenting working with CBOs. However, different traditional local institutions had recognized with their significant importance in terms of solving social problems and increased solidarity in the society in earlier period. These customary associations are the dominant features of association in most developing countries especially in Africa. As a comparative study in Tanzania and Ethiopia indicated that Dercon (2006) acknowledged the existence of similar organizations in both countries mainly established to cover the basic funeral insurance and for mutual support. Despite the existence of different stand points and less consensus on the origin and universalities of Iddirs as organization of the community, most scholars who researched in the area contend that membership/CBOs such as Iddirs are locally initiated associations of people, who have voluntarily entered into an explicit agreement to help each other in a well-defined way when well-defined events occur (Ibid). Membership inclusiveness, leadership accountability, locally appropriate rules and acceptable sanctions are combined to enable such “customary” organizations to retain a high local status and authority in the African context.

A study conducted by Ephrem (2010) “*Beyond the customary view; the role of CBOs in local development; a comparative studies of three iddirs*” delineated that CBOs were neglected among academicians and practitioners about their power and potential to local development. In his study, two issues have got emphasis for making CBOs to be active actors in community development; internal and external adjustments. Internally, there need to have organizational adjustment in terms of expanding in size and roles by increasing organizational maturity through formalization process. This further signals that local CBOs with local resources are the real maker of development and solver of their problems with such ingredients than leaving for other actors to act on their behalf. Equally important to the internal ingredients, external elements are played vital roles in terms of engaging CBOs in community development. Among them market and government failures, recognition from different development actors and capability of CBOs to capture external resources for their own development have become sound justification and adequate answers for their transcend roles beyond customary functions out of their members boundaries.

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2.1.9 Conceptual Framework for Sustaining Community Development

The conceptual framework diagram indicated below is designed to address the questions of the research paper mentioned in the first chapter along with the major findings of the research. This conceptual part summarized the theoretical and conceptual issues of the study which later on discussed in details.

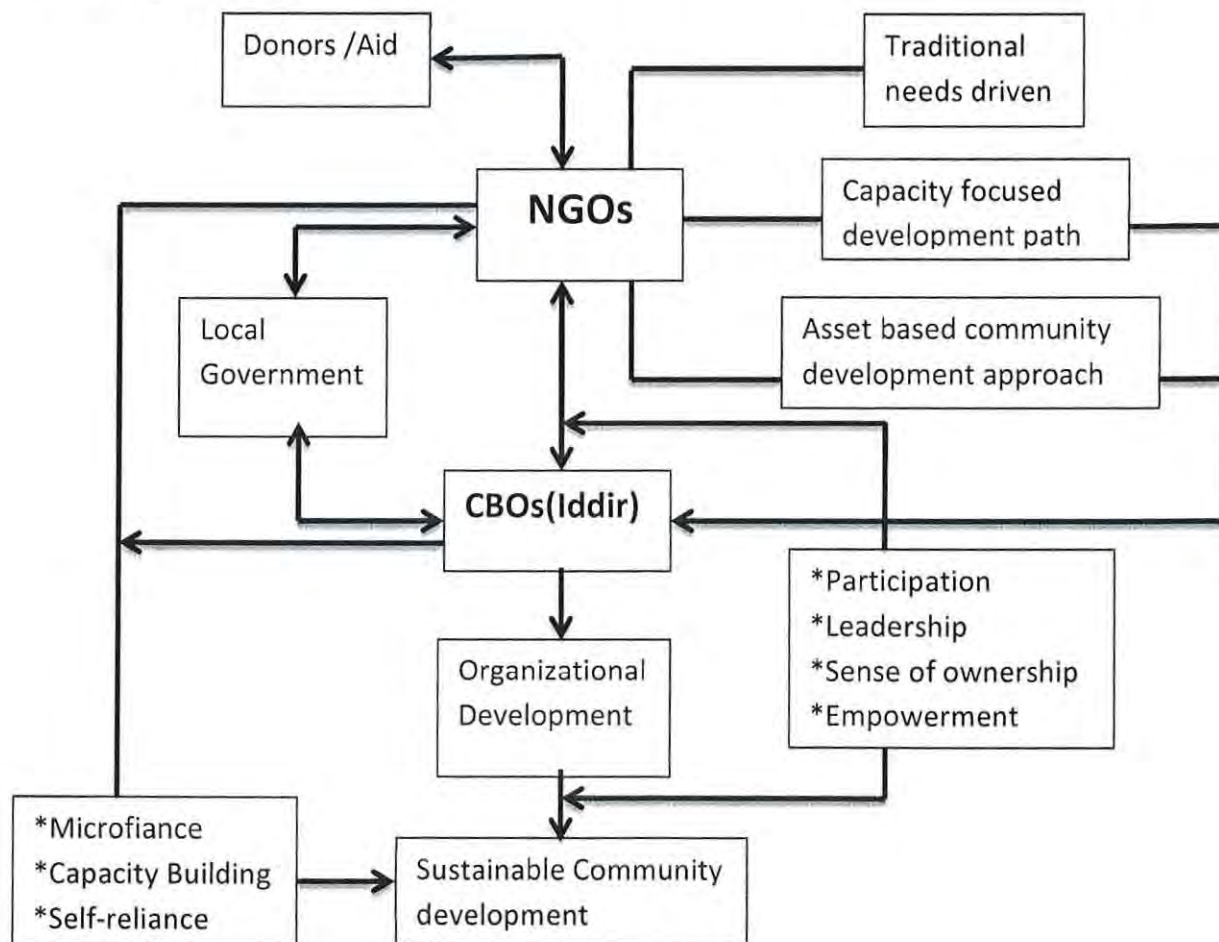


Figure 3: Conceptual framework of the study

Source: Compiled from different literatures by the researcher (2014)

As indicated above in the diagram, the different arrows highlight the kind of existing interactions, relationship and partnership among different approaches, factors, tools and stakeholders of community development. It helps to visualize how sustained community development can be achieved through various development actors primarily NGOs in the community by assisting CBO, *iddirs*.

2.2 NGOs and CBO, *Iddirs* in Ethiopia

In this part, literatures related with the Ethiopia context about the main variables in the study have reviewed for the purpose of better understanding of historical origin of the issues.

2.2.1 Portrait of the NGO Sector in Ethiopia

Ethiopia, a long history of associational life, traditional society organizations include *Iddir*, *Mahiber*, *Iquib*, etc. But their roles in development activities were not recognized. Traditional voluntary humanitarian practice in Ethiopia society is a common phenomenon, the burden of catering for the needy and disadvantaged was the responsibility of the extended family, the religious institutions, and indigenous social organization. This is a traditional non-governmental method of voluntary action (Kassahun, 2002).

Somewhat modern civil associations began to emerge in Ethiopia during the 1930s as a factor of urbanization and economic development. A law meant to recognize and codify these groups was passed in 1960. Civil society entities in general, however, were slow to take root under the empire and then severely restricted during the Derg period (1974–91). NGOs themselves both national and international began to appear around 1960 when neither the various self-help groups found in all levels of Ethiopian society nor the government was able to meet the growing demands of the population. The current efforts of the emperor to modernize the national education system had resulted in a more widespread awareness that his government was failing to provide what people needed for advancement and development. NGOs began in a small way to help fill the perceived void. Relatively, as noted by Desalegn et al (2008), the CSOs may be said to have begun active role in the early 1970s as a result of a devastating famine in the country especially in *Wollo* and *Tigray* Regions which forced the Imperial government to open its doors for international and local NGOs to undertake relief and rehabilitation activities. However, even during that time, their role was limited to relief and rehabilitation rather than lobbying and promoting governance for better public policy which is an integral part in current civil society discourse. Desalegn et al further indicated that, in 1980s, there were only sixty to sixty five organizations operating in the country, out of which the majority of them were international organizations engaged in relief and rehabilitation efforts. However, after the fall of the *Derg* in the early 1990s, there was a steady increase and accelerated growth of CSOs. Some Observers

like Wondwosen (2009) confirms the above claim. According to him, the major achievements of CSOs in Ethiopia is the period between 1997 and 2001 the major areas of operation being the spheres of health, food security, education and emergency operations rather than promoting public actions, governance, better service delivery to the poor and working to the realization of their rights. Desalegn et al assert that due to their fast rate of increase, there were close to 3000 CSOs operating in the country in 2008, the majority of which fall under the category of NGOs and CBOs. In similar vein, Zakariyas (2010) argues that this number increased in 2009 and the number of CSOs registered under Ministry of Justice, the licensing authority, in 2009 reached as high as 4677, out of which NGOs comprise about 75%.

Interestingly, however, as the case in many African countries and in Ethiopia too, the increase in the number of NGOs and CBOs does not illustrate positive contribution to the improvement in impact and the betterment of life of the target groups. In line with this point, some authors argue that the challenge of building civil society and strong citizen is determined by a combination of factors such as political opportunity structure, resource mobilization and strong members' identity within their organization. Ethiopian NGOs are still in a nascent stage of development and their enabling environment is precarious. The current government is skeptical of many of the newly formed local democracy NGOs, viewing them as actual or potential opposition. For example, the Ministry of Justice has tightened its control over NGOs through a registration process that is unclear, cumbersome, and often arbitrary MOJ (2008). However, NGOs are operating throughout the country for improving the well-being of the target community by applying contemporary development approaches.

2.2.2 What are *Iddirs*?

Iddirs are probably the most widespread and very popular traditional CBOs, rooted in the cultural life of Ethiopians (Zerihun, 2003). Their origin is not clear and requires careful historical research but has been suggested to be associated with the growth of urban centers at the beginning of the 20th century (Tenagashaw, 1973), as an alternative to tightly integrated social networks in the rural areas. Basically, *Iddirs* are associations established by members who agree to contribute a fixed amount of money on periodic basis which is used to help defray burial costs when a spouse, a child or immediate relatives of a family passes away. The membership may be recruited based on family, friendship, neighborhoods, ethnicity, place of work, occupation, etc.

The *Iddir* members are expected to take care of all practical matters relating to burial, including announcing the death of one of its members, pitching the *Iddir* tent in the courtyard of the house of the deceased, where the bereaved family will receive the respects and condolences from relatives and friends. *Iddir* management is transparent, accountable and cheap. They have written rules, regulations, and are organized with a certain leadership structure that is known to both its membership, the public and to the authorities. Since their origin, *Iddirs* have undergone significant transformation and considerable degree of formalization primarily due to the use of currency, which is contributed by members according to specific bylaws for handling the burial functions that needed regular meetings, registry and document keeping for better financial management. *Iddirs* have proved to be very strong in recruiting and mobilizing community members for any sort of activity. Despite these, strong influences they have, their involvement in developmental activities have remained insignificant (Pankhurst and Haile Mariam, 2002). This has been explained by the ambiguous and often negative relations between them and the successive governments in the past, who tried to marginalize, co-opt or abuse *Iddirs* for their own political purposes or even ban them at times (Kohen, 1976). For these and other reasons, they were rather cautious about collaborating in development activities and tended to stick to their burial function only in an attempt to avoid interference by the government (Pankhurst and Haile Mariam, 2002).

The principal aim of *Iddir* is to meet death expenses and to avoid a pauper's funeral as well as to provide a certain measures of social security when financial crisis has occurred in a certain household (Pankhurst and Endrias, 1658). Alemayehu (1968) suggested that cultural settings of Ethiopian society gave rise to *Iddirs* in many urban centers. The author put this in his own words: "that *Iddir* came from the emphasis the Ethiopian community give for the large crowd during funeral and the implication of the social integration the bereaved individual has with the community." Tessema (1995) has indicated that *Iddir* has played an important role in community development. The role of *Iddir* in community development activities is described to include functions like planning, executing and administering community affairs, contributing of money, labor and material towards the consolidation of development and cooperating with police to challenge the ever increasing rate of crime (Tessema, 1995).

2.2.3 Description of Cases, NGOs

(a) Agency for Cooperation in Research & Development /ACORD-Ethiopia/

The Agency for Cooperation in Research and Development is an international non-governmental organization. ACORD has been working in Ethiopia since 1995 to address the key issues of sustainable livelihoods and social justice. Today ACORD works in four regions in Ethiopia with agro-pastoral communities in Gambella and Boranna region as well as urban and peri-urban communities in Addis Ababa and Dire Dawa. ACORD in Ethiopia works in partnership with more than 300 community based organizations such as Iddirs (traditional burial associations) in urban areas and self-help groups such as community managed disaster risk reduction committees in pastoral and agro pastoral areas. It also involves the participation of relevant government institutions and local administrative structures. Strategically, there are four pillars for promoting development; livelihood that ensure food security/food sovereignty, gender equality, HIV/AIDS and peace building & conflict transformation. The Ethiopia program is applying two long-drawn-out approaches so as to explore the capacity of CBOs and increase communication and negotiation skills by way of providing awareness raising trainings and organizing dialogue forums to discuss issues that need higher level intervention and reforms.

In urban areas ACORD works to make credit, saving and social services directly available to communities. ACORD has successfully built the capacity of Iddirs to provide micro-credit services to their members, participate in income generation projects, and implement small infrastructure projects and programs of support to orphans and vulnerable children. ACORD also supports the urban poor especially women, through access to improved urban agriculture production method, techniques, and agricultural inputs. ACORD's approach is to work through traditional community based structures such as Iddirs supporting them to deliver essential services as well as engage in policy formulation and decisions making that affect the livelihoods and well-being of their members. Gender and women's empowerment is integrated into all works of ACORD in Ethiopia, both at a practical level addressing livelihood and more strategically to enhance the capacity of women's organizations in terms of participation and decision making in community affairs.

The Addis Ababa CBO support program is implemented in four sub cities; *Addis Ketema, Akaki Kality, Kolfe Keranio* and *Yeka*. The program was established since 1997 for the overall objective of supporting and increasing the role of community based organizations in their involvement in development activities through different approaches basically micro-credit. The support includes establishment of saving and Credit cooperatives and communities engaged in urban agricultural activities. Accordingly, material, financial, and capacity building support is provided. ACORD is working closely with partner Iddirs in capacity building, awareness raising and saving and credit programs. Currently, there are eight partners Iddirs working with the project in different schemes of development. The specific activities are to increase recognition of CBO in development through the following ways:

- Promote the policy and legal framework for the involvement of CBO in development
- Establish networks, cooperation and linkages between communities based organizations and NGOs as well as government
- Contribute to the alleviation of urban poverty using CBOs as intermediaries.

(b) Emmanuel Development Association/EDA/

Emmanuel Development Association (EDA) is a local Non-Government Organization (NGO) established in 1996 and start operating in 1997 with the goal to improve the socio-economic status of children and youth in vulnerable and disadvantaged communities. Since its establishment, EDA has been engaged in development work in both urban and rural areas of Amhara and Addis Ababa regions aimed at creating opportunities for the holistic development of orphans and vulnerable children in difficult circumstances. EDA was registered by the Federal Democratic Republic of Ethiopia Ministry of Justice in 1996. It started its development endeavors by addressing the education needs of 500 children through an Alternative Basic Education (ABE) program in the Akaki-Kality Sub City of Addis Ababa. EDA is currently registered as an Ethiopian Residents Charity Organization by the Ethiopian Government Charities and Societies Agency under the proclamation No. 621/2009 with a registration number of 0196.

EDA operates in fourteen project sites in Addis Ababa City Administration and Amhara National Regional State. It works with and for vulnerable communities to enhance their social and economic well-being through strategically defined multiple stakeholders' development programs

areas. Since 1996 EDA has been diligently implementing and promoting programs in order to improve the situation of marginalized children in its target areas. In its 16 year existence as a development agent in society, EDA has a successful track record of multiple success stories in effecting positive changes in the lives of thousands of rural and urban children, youth and women in all of its target regional programs.

Akaki –Kaliti is one of the operational areas in which different development programs have been run for enhancing the well-being of the marginalized section of the society. Major program interventions in Akaki Kaliti area include the following:

Education, Training, and Capacity building program: establishment of Alternative Basic Education centers for creating accesses to quality education for marginalized children, provision vocational skills trainings like metal work, wood work, and hotel management for making youth to be self-reliant and business owners, and build the capacity of formal schools with provisions of facilities, reference books, and construction of class rooms.

Community Health & HIV/AIDS prevention: established two health centers and has been providing prevention education and basic health service and create awareness on prevention, care and support.

Orphan and Vulnerable children support: supported Orphan and vulnerable children with basic services of education, health, shelter, legal protection, psychosocial, and economical supports, and make the support of the OVCs sustainable by building the capacity of CBOs.

Water Sanitation and Hygiene (WASH): contribute to the improvement of the health and livelihoods of slum dwellers and school children through construction of water points, biogas centers and pit latrines in the community and primary schools.

Sponsorship Program: implement child centered community development programs through education, health and nutrition, WASH and institutional strengthening services.

Youth Livelihood and Development: target unemployed youth for training on marketable skills and provision of seed money to start their business.

(c) Forum on Sustainable Children Empowerment/FSCE/

Forum on Sustainable Child Empowerment (FSCE) previously named as Forum on Street Children-Ethiopia is an indigenous not-for-profit, non-governmental organization established at the end of 1989 by a group of social development professionals who used to work in child-focused organizations. Its establishment is a response to the increased number of orphaned and abandoned children in Addis Ababa caused by the drought and famine of 1984/85. Currently, FSCE is implementing programs in five cities namely Adama, Dessie, Bahirdar, Addis Ababa and Dire Dawa in partnership with various governmental and non-governmental organizations through an active involvement of target communities including children.

Starting 2008 FSCE, with the technical and financial support of Kinder Not Hilfe (KNH) – German based donor, has implemented the community based child oriented project for disadvantaged children in Akaki-Kaliti sub city. The project office is managed by a project manager and supported by five project officers (Education, Credit, Community health, Advocacy & child protection and Girls Empowerment officers) and one Admin and Finance officer. They are responsible for the implementation and monitoring of the day-to-day activities of the project. Interventions in the project area include:

Education: Access basic primary education through non formal basic primary; improve the academic performance school children and capacity building to formal schools

Livelihood Promotion Program; Improve living standards of poor households and enable them fulfill the survival

Orphan Support Program: Creating access to survival needs for orphans and other vulnerable children through establishing a viable income generating schemes for CBO's (Iddirs).

Prevention and Support program for Sexually Abused Children: Prevent as well as protect, rehabilitate and integrate sexual exploitation, abused and exploited children respectively

Child protection and advocacy: Improving the involvement of stakeholders and handle cases of children in conflict with the law reported to the police in a child friendly manner

Community Health Promotion: access to community health services and information delivery

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Description of the Study Area

The study was conducted in Akaki Kality sub city which is one of the sub cities of Addis Ababa city administration and it was an independent town before 1986. It is located at the south gate of Addis Ababa at 25 km distance from the center. According to the sub city annual report, it has a population of 220,740 residents of which 106,645 are male and 114,095 are female. Most of them are migrant workers, daily laborers and petty traders. It covers 6143.3 square meters of land which makes it the second largest sub city in the Addis Ababa city administration. It has eleven *woredas* of which three are semi-rural while the rest are found in the urban parts of the city. It is one of the least developed sub city of Addis Ababa city administration in which industries, factories and constructions activities are located over the last 10 decades. There are about 300 factories in the sub city estimated labor force of 80,000. It is known with existence of multifaceted socio-economic problems which manifests with high prevalence of HIV/AIDS (9.2%) and estimated 12,000 OVCs (Akaki Kality Sub city administration, 2012).

On the other side, the solidarity is similar to other parts of the country which is manifested with existence of myriad number of traditional associations like *Iddir*, *Iqub*, *Mahber*, etc. Owing to lower level of living conditions of society, they usually cope up social and economic burdens through sharing and organizing in *Iddirs* and cooperatives respectively. As a result social capital has pivotal role in the community that lead to the formation and function of different forms of community based organizations (CBOs). According to the sub city Social and Civil Affairs Office, there are more than 289 CBOs, *iddirs* which are organized in different forms for serving different sections of community specially the underprivileged ones through supporting with social and economic means. Relating to this, the category of *Iddirs* has council and union at district and sub city levels respectively in which some development actors uses it as an appropriate structure for addressing community needs. These conglomerations of *Iddirs* at different levels facilitates the implementation of development projects effectively through having group influence and complementing of leadership and resources gaps among them.

The existence of multifaceted socio-economic problems in the sub city has made non-governmental organizations/NGOs/ to operate in the study area with holistic and multi-sector development approach. They are focused on different thematic areas such as education, health, capacity building, economic empowerment, urban agriculture, adoption & orphanage program, etc. that aims with providing services and improving the living standards of the society. It is estimated that there are more than 34 local and international NGOs in which most have not office in the area while some are operating in close contact with community by having branch office and centers at different districts of the sub city. Most INGOs and LNGOs are directly involved with provision of social services to the underprivileged section of society in collaboration with government line offices and existing community structures. At the global level, the trend of development has been changed from service based approach to community development approach through involving CBOs to take the lion share of the development process. However, there are only few NGOs working with CBOs in the study area in order to build up the capacity of these grass root community structure for enhancing sustainable community development.

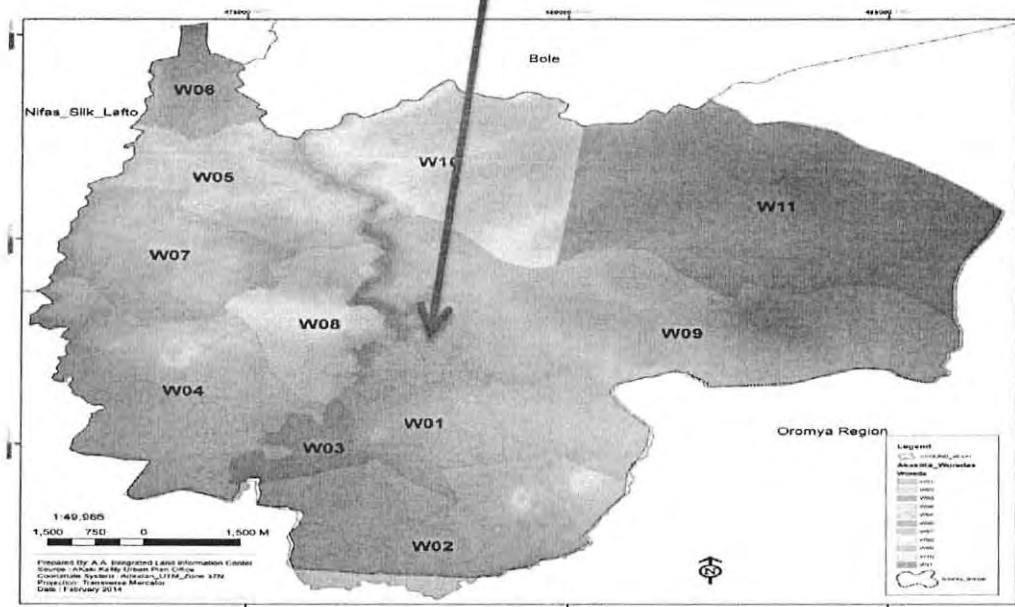
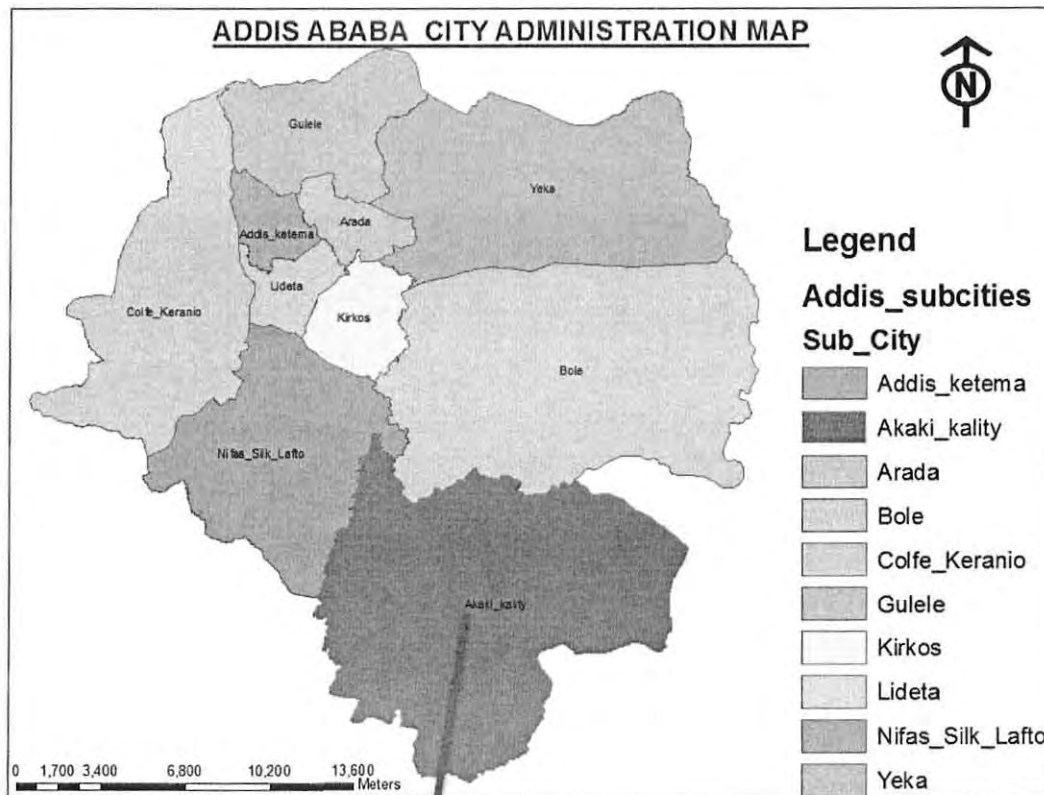


Figure 4: Map of the study area; Addis Ababa City Administration and Akaki Kality Sub city
Source: Akaki Kality Sub City Land Management Information Center

3.2 METHOD OF THE STUDY

The research was entailed in-depth analysis of the way how NGOs support CBOs, *Iddirs* and explore the benefit sustainability of their intervention in the local institutions and community. The study has employed a qualitative comparative approach to assess the role of NGOs in supporting CBOs who are participating in community development. Qualitative research techniques were used largely for collecting the necessary data and information. According to Sarantakos (1998), unlike quantitative approaches, which perceive reality as a sum of measured or measurable attributes, qualitative approaches enable researchers to research people in natural settings. In addition, qualitative measures are any measure where the data is not recorded in numerical form that includes short written responses on surveys; interviews, anthropological field research, video and audio data recording, and any other approach all of which are characterized by a none numerical format. However, the research has utilized averages and percentages to describe proportions to help the reader to substantiate the arguments. Moreover, the qualitative approach helps to achieve a deeper understanding of the respondents' world and considers the respondents as experts whose views are sought. It is not also limited to rigidity on definable variables; it enables examination of issues that may not be uncovered through quantitative techniques.

Primary data as well as information from secondary sources were gathered through different instruments. Primary data were generated through semi-structured interviews conducted from selected respondents of NGOs and CBOs umbrella organizations leaders as well as their members. Key informants interviews were carried out for NGOs staff, CBOs leaders and sub city Finance and Economic Development Office (OFED) & Social and Civil Affairs office. In the focus group discussion, participants from different CBOs and community structures were involved to ascertain information for intensive analysis. Purposive sampling method was used for selecting of target sample of study for its convenience of getting information and data. Secondary data was gathered by referring to previous research/study papers, project survey reports, periodic monitoring and evaluation reports and electronic sources.

3.2.1 Sampling Procedure

The study area, Akaki-Kality Sub city was selected purposively for this research though the city's administration consists of 10 sub cities. The following are major reasons why the sub city is selected for this study;

- The sub city is among the areas that experienced a long period of NGOs interventions
- It is one of the sub cities that suffer from the challenges of poverty and social problems
- The sub city has relatively large number of CBOs, *iddirs* who have been working together with NGOs
- The existence of previous experience of the researcher on the study area motivated me to conduct the research in the sub city.

In addition, there is almost no researches conducted relating to exploring the interventions of NGOs for supporting CBOs to bring sustainable community development in the area. Rarely, NGOs have done impact assessment and final evaluation of projects for the purpose of getting new operational agreement from government rather with the notion of tracking outcome and impacts of the target group. Purposive sampling method was conducted for selecting the target group at both NGOs and CBOs level.

Methods of sampling

In the study, purposive and snowball techniques were employed for selecting the sample since respondents from *iddirs'* council were obtained from NGOs that also applied to individual *iddirs* from *iddirs* council. First, NGOs were selected by developing criteria purposely for conducting the comparative analysis. Then those CBO, *Iddirs* who are partners in development with the three cases NGOs were taken for collecting necessary data and information.

a. Selection of sample NGOs

The researcher first visits OFED of the sub city, a government office accountable for controlling and following up of NGOs activities. The researcher has got information about the NGOs who are working in what sectors and with whom as local level partners. Even if there are more than 34 NGOs in the sub city which consider as population of the study, limited number of NGOs are

involved to work with CBOs by covering larger target areas. Hence, the following criteria were developed for selecting the sample NGOs;

- Since the research has explored CBO, *iddir* in community development, those NGOs who are working together with CBOs for long period of time selected as sample primarily.
- Since the study was focused on sustainability issues, those NGOs with at least more than one project life span considered for selection.
- Those NGOs who have four and more districts operational sites were included in the study
- Those NGOs follow the strategy of organizational development approach, capacity development approach with provision of financial and materials provision rather than mere conducting of trainings and workshops for CBOs, *Iddirs*.

Accordingly, three NGOs were identified purposively with above criteria in which the research findings were depend on the comparative analysis of the common variables for sustaining community development through supporting CBOs. The first one named Emmanuel Development Association (EDA) that focuses on addressing of different types of CBOs need through individual way and emphasis on holistic approach like giving training, seed money, and technical support. The second case, Forum on Sustainable Children Empowerment/FSCE/ has followed with assisting of CBOs specifically *Iddirs* who are organized with council at “*Woreda*” level through giving start-up capital to engage them in income generating activities/IGA/. The third category, Agency for cooperation and Research Development has done its development intervention with one component of sustainable community development, microfinance (saving and credit groups) with the structure of existing *Iddirs*. Despite different parameters of selection have been used for the sake of comparative analysis, common criteria were employed to avoid partiality in the study such as period of stay, scope of implementation, coverage of the study area and number of beneficiaries beside to the preceding criteria.

b. Selection of sample CBO, *iddirs*

Even though there are large numbers of CBOs in the sub city who have different functions in the society, those CBOs who are directly linked with NGOs for the purpose of getting organizational development assistance were selected. Since the number of CBOs with such natures is limited,

the study has taken majority of the CBOs under each selected NGOs. Therefore, four *iddirs* were taken from EDA, four *iddirs'* councils were included from FSCE and three *iddirs* were taken from ACORD Ethiopia.

c. Selection of government offices in sample

Two departments from the government bodies were approached. These were the Akaki Kality Sub city Finance and Economic Development Office/OFED/ and Social & Civil Affairs Office due to their role in supporting and facilitating activities of NGOs and CBOs.

Table2: Summary of sampling composition

Target Group	Number of sample taken	Number of interview	Type of instruments used
NGOs	3	6	Key informant interview/document review
CBOs(Iddir)	11	27	Semi-structured questionnaire
Government Offices	2	4	Structured Interview Guide/Document review

Source: Compiled from sample frame (2014)

3.2.2 Data Collection Methods and Instruments Designed

Both Primary and secondary data were used for the research undertaking. Largely primary data was included in the findings and discussion which were substantiated by reviewing documents from the target NGOs and other literatures.

(a) Primary data

For primary data collection, both key informants in-depth interview and semi-structured interviews with purposively selected respondents were conducted. Interview with key informants were carried out using semi-structured questionnaire and discussion guide was used for the focus group discussion. Equally a combination of purposive sampling and random sampling were used to identify the respondents. Due to their possession of knowledge on the topic, local government officials, NGO workers and community groups were purposively selected. In addition, Semi

structured interviews were conducted using an interview guide by using open ended questions. To cross-check the responses of members and key informants in greater depth and to address leadership questions and concerns, similar in-depth interview with CBOs members selected from the three case studies was conducted. On the other hand, FGDs were held with primary stakeholders of NGOs who are CBOs and people directly benefiting from the NGOs interventions. To materialize the objectives of the study, a total of thirty seven people were interviewed by using the following instruments.

- I. **Semi-structured Interview Guide:** - it was employed to conduct interview with government officials. Two people were interviewed from each departments; the core processors and technical experts. A total of four interviews were administered by the researcher.
- II. **Semi-structured questionnaire:** it was conducted for CBO leaders and representatives members. The questionnaires were prepared for 27 interviewees that have been managed by both the researcher and one data enumerator. From the first case, six *iddirs* leaders or executive committee were selected for semi-structured interview while three people were interviewed from members. From the second case, six *iddirs'* council executive committee and their selected three umbrella organizations representatives were interviewed with questionnaire. In the third case, there were total of nine interviews for leaders and their members.
- III. **Key informants interview /in-depth interview/:** - this was administered for program manager and officers of the selected NGOs. So that six interviews sessions were carried out by using the interview guide.
- IV. **Focus group discussions:** - Two FGDs were held with the participation of five and twelve people to establish their opinions and views about the subject collectively. It was conducted for CBOs leaders and members who have got support from the three NGOs separately for examining and cross checking the information obtained from interviews as well as other sources.

(b) Secondary data

For collecting secondary data, books, journal, published and unpublished materials were assessed. Reports and other documents of CBOs and NGOs were gathered for enriching the

information obtained by primary sources. To complement the research techniques, the researcher used his personal observation and field visits on the past interventions and achievements of NGOs and CBOs (*Iddirs*) in the community as additional tools.

The target NGOs, CBOs therein and the desegregated tools of data collection used to enlist information are illustrated below.

Table 4: Summary of method of study

Name of NGOs	Number of CBOs(Iddirs and Iddirs council)	Number of Key Informants	Focus Group Discussion	Semi-structured Interview
ACORD	3	2	-	9
EDA	4	2	-	9
FSCE	4	2	-	9
Total	12	6	2	27

Source: Compiled from sample framework (2014)

3.2.3 Data Analysis

The study was largely qualitative in nature. System of thematic analysis was used for the data that were collected through focused group discussion, key informant interview, personal observation and secondary document analysis. Functional analysis was used to identify the various actors and their roles in the capacity building process of CBOs for sustaining community development. Partnerships and linkages, which are central to effective and efficient utilization of resources for common goal achievement, were analyzed in their historical and contemporary context to understand their strengths and weaknesses. Besides, SWOT (strength, weakness, opportunity and threat) analysis was used to analyze the challenges and opportunities of NGOs and CBOs for having in built capacity to sustain development activities. Situational analysis in comparative and holistic contexts was employed. All relevant conceptual and theoretical definitions, frameworks, and perspectives were employed to analyze the collected data and issues under discussion. Simple quantitative measures like percentage were used from the data gathered from sample NGOs and CBOs (*Iddirs*). The analyzed data were presented using tables and charts.

CHAPTER FOUR

RESULTS AND DISCUSSION

This chapter explains the findings of the thesis based on the research questions. It presents with two major sections; the first section describes the description and interpretation of the data by focusing on thematic areas of NGOs and their approach for supporting CBO, *Iddir* with due emphasis on sustainability/phase out strategies as well as overview of NGOs and CBO, *iddirs* functions and roles in community development. While the second section deals with data analysis & discussion by relating and comparing it with theoretical and empirical issues mentioned in literature review.

4.1 Data Description and Interpretation

This section deals with description and interpretation of data obtained from the research by taking major topics which are related with the objectives of the study. It includes thematic areas of intervention, capacity building strategies and challenges of NGOs during implementation of community development activities. It also highlights *iddirs* functions and roles in the community with the support of NGOs.

4.1.1 Thematic Areas of Intervention by NGOs

From the findings of the three cases, NGOs have different trends in addressing the needs of target community through operating in different thematic areas. It also hinges on the sources of fund from donors instead of focusing on felt needs of the target group by conducting rudimentary needs assessment. The scope of thematic areas of NGOs has related with their organizational vision and length of period in the target area which helps for proper identification of potentials and problems exist in the community for the sake of convincing donors to allow ample resources. Some thematic areas like education and economic empowerment were the common sectors in which most NGOs are operating for achieving basic needs of the target community. Unlike international NGOs who are implementers at ground level rather than donating for other party, local NGOs have a tendency of involving in different thematic areas by benefiting large group of marginalized section of society. Among the three cases, ACORD has limited sectors by specializing and focusing on long lasting interventions with special attention on CBO, *iddirs* and

complementing it with research activities. The nature of thematic areas was determined through temporal and spatial factors which mean some thematic areas have been emerged in some period like HIV/AIDS, most resources gaining sector before one decade ago while others are limited with specific areas like emergency response programs that have been implemented in disastrous areas only. However, the sectors of education and economic strengthening have implemented for long period of time by changing the nature of interventions from time to time as explained by respondents of the NGOs. They justified it by the reasons of its significance for bringing social transformation through educating people, long lasting impacts of allocating more resources and welcome attitude from local government.

From the study, it was able to explore that the three cases NGOs have been operated different thematic areas for increasing the number of benefited target community usually by integrating one sector to others for better results and outputs. Through the implementation of these development areas, NGOs have filled the gaps of government in fulfilling the needs of citizens with innovative approach and intensive mechanisms. As revealed by NGOs manager and experts, instead of carrying out relief and welfare activities, most of the implementations were done by pondering sustainable development achievement and wider public address. This finding fits to the characteristics of third generation NGO by Samuel (2009) that explains about the understanding of problems and the time of implementations for specific thematic areas.

Based on the study, the following thematic areas were found in the three cases NGOs with various dimensions of accomplishment and prioritization depending on resources, beneficiaries, scope of implementation and their life span.

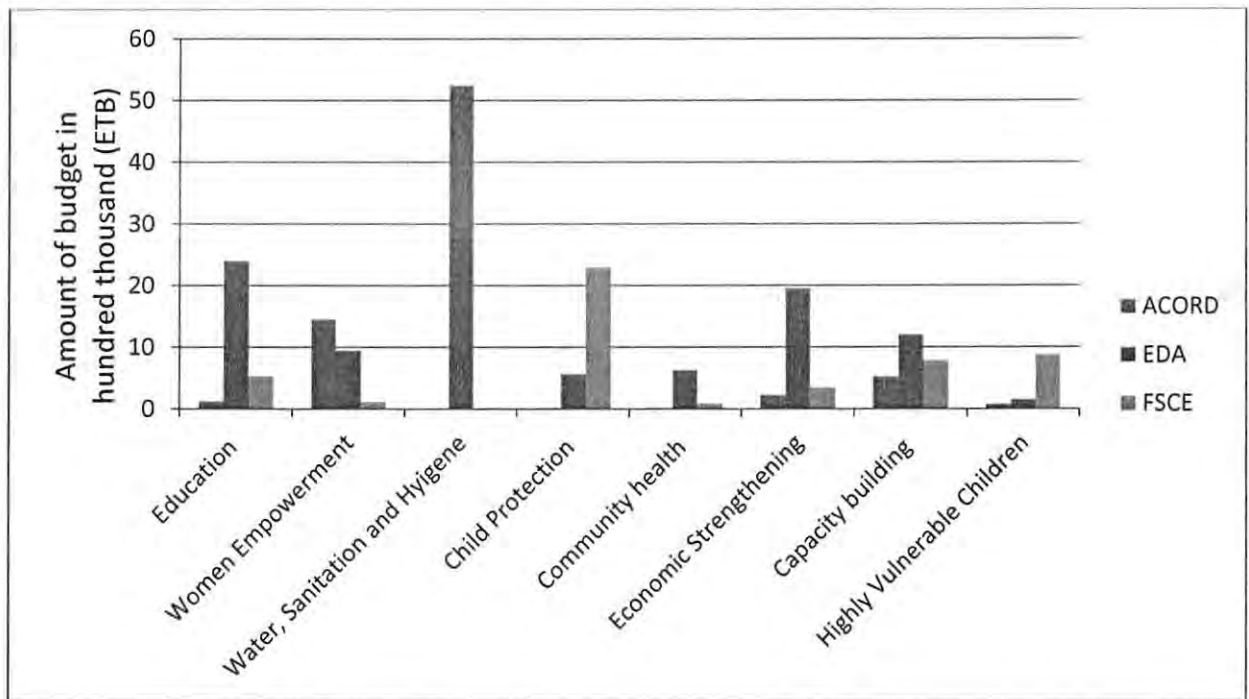


Figure 4: Thematic areas of the three cases, NGOs and its budget allocation (in hundred thousand ETB) for 2013 fiscal year.

Source: Computed from the Study (2014)

a. Education (Formal and Non-Formal) and Training

Education, as a very important factor to human development is a highly prioritized sector in the overall development endeavors of the NGOs. In some cases like EDA, it has taken as cross sectional approach for realizing goals and objectives of any projects and programs implemented in the organization. Usually, NGOs have supported the formal education program of government through provision of facilities and construction of class rooms for improving access and quality of education. In comparison to the three cases, EDA invested 24% of the total budget in 2013 for education sector by equipping schools with equipment and infrastructures for bringing the learning process to standard. The education program has carried out in alternative ways by compressing five years government academic curriculum in to four years condensed program which still done in the out skirts of the sub city though the government currently discourage the program. Similarly, FSCE has carried ABE program as prevention strategy of child protection in

four centers. In this connection, the statement made by one of NGO interviewees is worth mentioning:

Box 1: ABE is an optional means for creating access to education for marginalized children specifically for girls who are living in remote of government schools. It has vital roles for destitute families who unable to purchase scholastic materials and send their children to formal schools (Mesert Bayew , area manager of FSCE)''

Similarly, functional adult literacy program is also another non-formal sub-sector of education conducted for women for the purpose of enhancing the effectiveness of saving and credit program. It is important for improving the knowledge and skills of mothers to read and write for proper managing of their business as well as controlling household economic flows. Another sub sectors of education which has done by all NGOs is training which can be generic, tailored made, on-job and refresher for the purpose of facilitating projects' implementation through building their capacity. Its provision depends up on the nature of targets; for instance, community members have usually trained in on job training for the purpose of engaging them directly with the activities like fattening, poultry, dairy farming, food preparation, whereas awareness education has conducted through mass education and campaign. From the in-depth interview of respondents from *iddirs* leaders and members, the training and awareness raising education have improved the consciousness and knowledge of different community groups towards community development and ways of achieving better life. For those NGOs who are working on youth like in the cases of EDA & FSCE, vocational training is other dimension of education in which it is facilitated for youth to attend marketable training in reputable institutions. It has created job opportunities for youth and brings additional income for household to improve their wellbeing.

b. Child Protection and Highly Vulnerable Children

Those development activities that are related with children are the focus areas of NGOs through developing strategies and channeling resources for their better benefits. In the cases of EDA & FSCE, they follow child centered community development approach which means every development projects and programs have interlinked for addressing the needs of children. Even in the case of FSCE, every activities have been accomplished aligning with child protection and

45.4% of annual budget went to this sector in the fiscal period of previous year. It has three components; prevention, reintegration and rehabilitation which aims for improving the well-being of children in the sub city. Since most of the social problems and maladies have affected a high number of children in the target areas particularly and throughout the nation in general, most of the informants confidently expressed that child focused intervention can be a successful thematic area which must be a basic tenets of all development endeavors. Specifically, the respondents of NGOs explained that those children who are deprived of basic needs and susceptible for abuse, violence and exploitation were addressed with their projects and programs implementation. As indicated by NGOs desk respondent, most of the rehabilitation and development activities in the sub city have carried on children since the opportunity to get fund for children is high and sustainable like through sponsorship program and adoption. However, it has low tendency for bringing the necessary change on the lives of marginalized children due to its direct support approach which increase dependency syndrome and not being self-reliant.

c. Community Health, HIV/AIDS Prevention and Water, Sanitation and Hygiene/WASH/

Other thematic areas of NGOs are health and its related issues that include basic health services, HIV/AIDS, water, sanitation and hygiene in which preventive mechanisms take as leading approach by educating people instead of curative interventions. As indicated by informants, NGOs are engaged with establishing of health centers for giving primary health care services in affordable costs by community, availing medicines for government health institutions and undertaking of awareness raising education on health issues through different mechanisms. In order to promote the prevention mechanisms, community conversation sessions have been run by hygiene promoters of NGOs in school and in the community with collaboration to government health extension professional.

The emerging social issue, water and sanitation problems has got massive works from EDA by allocating 40% of annual budget in school WASH program and organizing women in biogas center for promoting alternative energy sources and means of income. It has mostly focused on increasing the awareness of personal hygiene and environmental sanitation through educating school communities and organizing dry waste collectors association by providing necessary equipment.

d. Economic Strengthening, Women Empowerment & Urban Agriculture

As can be seen from the case studies, NGOs in urban and peri-urban areas are working for improving the livelihood opportunity of target community specifically women through benefiting them in income generating activities. Even though most NGOs are functioning activities for addressing marginalized and needy children such as EDA & FSCE, they use different mechanisms popularly livelihood promotions works through involving their families basically women in business and organizing them in cooperatives of urban agriculture. On top of this, ACORD has dominantly worked on supporting of women members of *iddirs* to be organized in group cooperatives of urban agriculture by providing tractor and other necessary equipment.

As the above figure indicated that the proportion of budget allocated for women empowerment among the three cases, ACORD was availed 58.9% of total budget in 2013 for the purpose of assisting group cooperatives of women. Most of the respondents appreciated the focus areas of NGOs towards the enhancement of economic capacities of household and individual through women since it has more opportunities for altering the overall well-being of societies. Economic strengthening for youth has become a direction for securing society peaceful living and facilitating of nation building.

e. Capacity Building and Strengthening of Community Organizations

Interestingly, capacity building and strengthening community organizations are a contemporary approach in the recent past few decades in which NGOs are using CBOs like *Iddirs* as development instruments. As indicated by NGOs respondents, the existing competition for gaining resources from donors compels to develop innovative approach in project that enable target community to be benefit sustainably; hence, using existing community structures during project implementation takes as best alternatives for handing over of development activities. Relating to this, NGOs build the capacity of these community structures by strengthening organizational abilities of CBOs to perform community development activities effectively. As figure 4 showed that each three cases, NGOs had relatively uniform budget allocation for capacity building and strengthening of community organizations which contributes more for owning development process by grass root community structures.

4.1.2 Nature of Target Beneficiaries

In most NGOs, the identification of beneficiaries has related with the project types and their organizational mission. From the study, those NGOs like EDA who is operating throughout the sub city have diversified types of beneficiaries. Since EDA and FSCE are child focused development organization, most projects/ programs have incorporated children who are found in different conditions like street children, victim and abused children, orphan and vulnerable children. Whereas in the case of ACORD, the target group has selected from CBO, *iddirs* member women and those community structures who include large sections of society.

As indicated in figure 6, 56.6% of target community in EDA was selected from children groups who are found in different circumstances as beneficiaries of projects. Those children can be categorized in to those who have supported for more than three years and those who were involved in project as beneficiaries for one project period by getting basic services and other provisions. In the case of ACORD, women had large proportion in the beneficiaries' category, 55.1% of the total beneficiaries in which they were benefited individually or in group through cooperatives, SHG and SACCOs. In terms of benefiting total communities, EDA had large number of beneficiaries while ACORD took more number of *iddirs* in different activities.

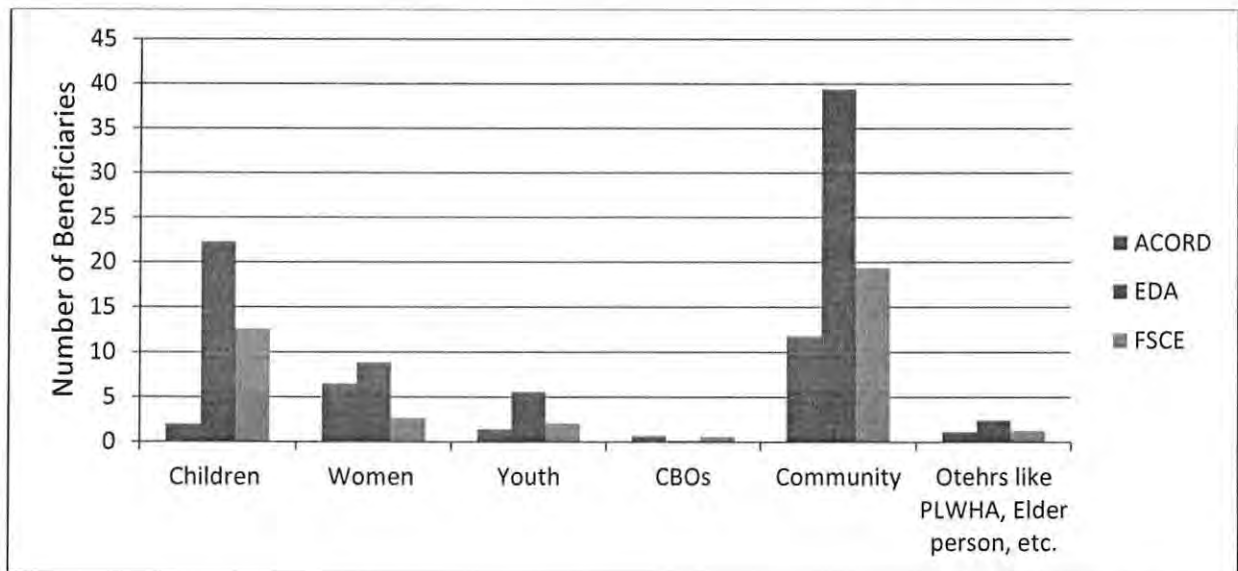


Figure 5: Target beneficiaries of three cases NGOs (In hundreds) in 2013.

Source: Computed from the Study (2014)

4.1.3 Overview of NGOs Interventions in the Study Area, Akaki Kality

NGOs have multiple roles in mitigating the poverty conditions of poor society through implementing integrated development activities. In the same vein, the community of the study area has also supported with social interventions of NGOs that include the relief and rehabilitation program by international charity organization in previous time. However, in the past two decades local and international NGOs have carried out developmental activities for alleviating the chronic problems of the society through giving due emphasis on basic needs fulfillment and filling the gaps of the local government in infrastructures and capacity building. As sub city's communication and NGO desks indicated that NGOs have imperatives in terms of addressing felt needs of marginalized communities through provision of facilities and widen the livelihood opportunities of households through engaging in income generating activities and cooperatives. For basic services of education and health, they have contributed myriad numbers of equipping centers with facilities and improve quality services with upgrading of human resources skills and knowledge and introducing of new technologies and systems. One of the respondents from government sector office explained that the issues of lower ladder society have got responses from the multi-sectoral interventions of NGOs by giving safety net for the vulnerable groups to cope up with interrelated problems. Due to this, marginalized children have able to access to basic education and their families find alternative means of income for winning the daily consumption of household. Specifically, some of the beneficiaries in NGOs activities have able to break the vicious cycle of poverty trap by getting necessary holistic assistances. Some of the local government institutions like education, health and women & children office have close interactions with NGOs for

According to Yachkaschi (2008), NGOs have showed shifts in strategies of implementing project activities in recent times through using existing community structures like *iddirs* for the purpose of ensuring sustainability of benefits during their non-existence. Similarly, in the study area, Akaki Kality community organizations have been working together with NGOs by addressing the needs of their members and surrounding community. Hence, CBOs, *iddirs* have able to establish education institutions and IGA schemes for generating sustainable means of resources for *iddirs* to transform their roles and functions beyond the customary. As the researcher interviewees from NGOs indicated that the target beneficiaries for each projects have included the untouchable

sections of society by government development interventions specifically in basic needs necessity. Local NGOs usually focus on children who are under risks like orphan, disable, and street dwellers by empowering their families to be self-sufficiency and facilitating the re-integration process to their relatives. During the implementation process, CBO, *iddirs* have played major roles in terms of selecting and screening appropriate target group, consultation on service delivery system, monitoring the tasks accomplishment and evaluating the achievement of intended aims.

4.1.4 NGOs' Functions and their Roles in Supporting CBO, Iddirs

NGOs constitute important stakeholders in contributing towards achieving community development. They represent the voice of the poor, weak, and help them to organize in their communities. NGOs are considered flexible, suitable for promoting participatory grassroots development, and can use innovative strategies like bottom-up planning and organize the poor to solve their own problems. As the findings of the study revealed, NGOs have been operating in different development programs for mitigating the existing poverty conditions in the community by supporting target groups with finance, fulfilment of basic needs, and enabling them to realize their capacities. All of the NGOs employed in the comparative study have followed different strategies for solving the problems of the poor that determine the sustainability of benefits in the community after their non-existence. Practically, there are tendencies to promote on building communities' assets and capacities rather than addressing their deficiencies and needs which have exercised in recent time due to unchanging investment of actors. However, the researcher respondents from EDA indicated that the pushing factors have compelled to integrate addressing needs and problems of target community besides to capacity focused development path in order to alleviate the existing poverty conditions. As indicated in figure 6, EDA has worked with *iddirs* since 2008 by providing skill and financial capacity building. In terms of financial provision, ACORD has supported more than 4.3 million ETB by including more than 68 *iddirs* in the last more than one decades' partnership which have made *iddirs* to transform beyond customary functions and roles. But currently ACORD has given only technical supports and follow up of their activities.

As mentioned in the previous sub-sections, NGOs have supported the disadvantageous groups of the society through functioning of service provision, awareness raising, diversify livelihood

opportunities through income generating activities, strengthening of community structures, give protection for vulnerable groups and mobilize community to lead their own development. The researcher informants in FSCE indicated that using existing community structures by NGOs for facilitating community development activities has become an indispensable way for securing the continuation of service delivery and maintaining of accountability for local development in the community. Relating to partnership period, FSCE has participated *iddirs* councils in development works for the last five years which still continues through close follow up and technical assistance.

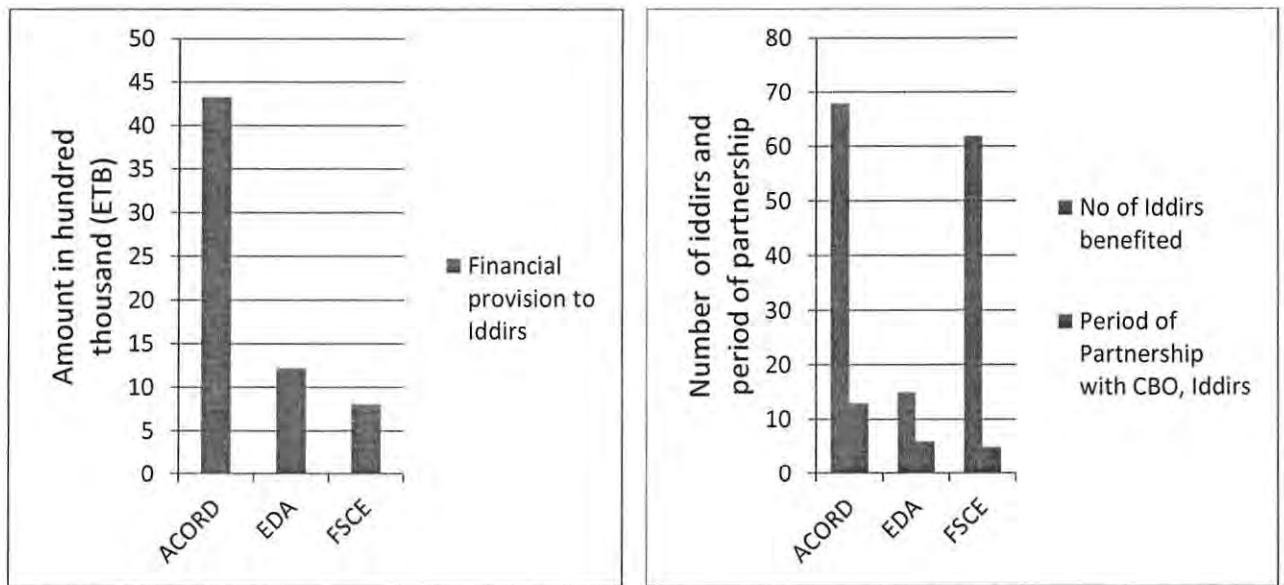


Figure 6: NGOs' relationship with CBO, *iddirs* in development

Source: Compiled from Study (2014)

In the same token, the informant from pioneer organization in engaging CBOs in community development activities, ACORD recalled the challenging time for bringing CBO, *Iddirs* to platforms of development by avoiding the negative perceptions of practitioners. Relating to this, the manager of ACORD explained the previous assumptions about CBO, *Iddirs* by development thinkers stating as;

Box 2: *They considered CBOs, Iddirs as informal, traditional, backward, unproductive, feeble, inflexible and non-innovative organizations; however, in recent times it was refuted as negative perceptions due to their reinventing and harvesting fruits of community development.*

However, the inexistence of transformative change in the operations of NGOs has enforced to re-think and re-consider their negative assumptions and danger of neglecting them which rectifies the aid driven approach. In all case studies, they gave priority for *Iddirs* to involve in the implementation process of development projects starting from the needs assessment up to evaluation for empowering them that helps to aware of the whole pictures of the development chains. For instance, since five and six years ago most HIV/AIDS and OVC projects have implemented with full participation of *Iddirs* by taking responsibilities of recruiting and monitoring beneficiaries and delivering of necessary services as revealed informants from EDA and FSCE.

Generally, most NGOs are working in collaboration with CBO, *Iddirs* with projects that are related to children like child protection majorly and other community development activities. During focus group discussion, participants discussed about how could be *Iddirs*' leaders initiated to convince their members and contributing resources for effective accomplishment of project works; first it created an opportunity for *Iddirs* to use their untapped resources like land by getting financial capital for establishing IGA schemes, second active *Iddirs* became benefited from selecting of poor and vulnerable members to take spin-off effect advantage. But the researcher respondent from EDA pointed out that there are still gaps in new projects like WASH due to lack of prioritization among them for the issue though it emerges as rampant problems in their surroundings.

A. Capacity Building in Training and Technical Assistance

With the common characteristics of NGOs, capacity building has taken the lion share of most activities implemented by them for facilitating the proper accomplishment of development projects. It is crucial in terms of enhancing the skills and knowledge of stakeholders that are involved in the project implementation process by understanding concepts and practical experience of development. The skill acquisition process through different trainings has ensured

the achievement of goals set by NGOs and government. Accordingly, the three cases, NGOs have provided tailored made generic and refresher TOT trainings for community leaders and government bodies for the purpose of instilling frameworks and approaches of development for participants. Commonly, they have given trainings on the following topics: project management, communication skills, leadership, monitoring and evaluation, domestic resource mobilization, book keeping, entrepreneurship, marketing, business management, conflict resolution and negotiation skills, proposal writing skills, and by-law development.

Moreover, the technical supports provided by development practitioners of NGOs have gained dynamism in the nature of CBO, *iddirs*' organizational structures that are appropriate for running development activities. It has resulted with functioning based on organizational ethos through developing annual action plan, revision of by-law and amendment of organogram. As indicated in the focus group discussion by participants, most of the "software" activities of ACORD transcend the life of partnership. As one of the leaders from *iddir* responded about the importance of trainings mentioned below:

Box 3: *When I compared the life experience and way of leading before and after joining ACORD through microcredit program, the change is visible on my personality through having positive attitude, visionary thinking and developing of confidence in action taken (Gezahegn Zeleke, Leader of Woreda 3 iddirs council.)*

On top of this, *iddirs* leaders, target group and local government bodies have acquired exposures of model and best practices of other likeminded community structures activities in other areas by participating in experience sharing program of the NGOs. Specifically, it brought changes on the operational activities of saving and credit groups by improving their services for members and money transaction process. One member of SACCO union in ACORD explained that the experience sharing what they took from *Hulgeb* SACCO in *Gulele* sub city has made a transformative change on operational process of the credit facilities and initiation of members to take loan and increasing the reimbursement. The tendency for linking and creating working relationship with government cooperative office and other microfinance institutions have altered from time to time by getting technical support and learning lessons.

Equally important to changing in the skill and knowledge capacity of leaders and executive committee of CBO, *Iddirs*, the awareness raising education and campaign conducted through community conversation sessions has brought attitudinal and behavioral change on the practices of their members and communities on the issues of HIV/AIDS, HTP, child abuse and violence, and other health related issues. Moreover, skill acquisition by *iddirs*' leaders and executive committee has increased their consciousness level regarding to community issues and impacted in individual behavior alteration. As *Ketena 1 iddir*'s leader stated that consecutive trainings and workshops organized by EDA have equipped the participants to acquire lifelong learnings and abilities which have confirmed in local development committee of government. They become organizer and active members as well as idea generators of the development committee in their locality through facilitating and lobbying necessary conditions for effective accomplishment of the local development.

B. Capacity Building in Infrastructure Development

In this section, other area of focus given by NGOs for supporting CBO, *iddirs* was examined which aim with improving their capacity through engaging them in income generating activities by providing startup capital and operational materials. Even though the process of giving financial and material supports has had different approach by the three cases NGOs, it had imperatives in terms of initiating leaders and members to use their resources like land, capital and labor contributions of the members to convertible assets. For instance, EDA has given 120,000 ETB to *Legaher Merdeja iddir* for construction of KG but the *iddir* built up the school with 170,000 ETB by contributing the remaining balance from *iddir*'s capital. This kind of matching project implementation promotes resources to be utilized for community benefits by increasing the value of money in time. As the leader of the *iddir* indicated that if EDA would not provide an initial capital for KG construction, the capital of *iddir* collected for more than four decades would become depreciate and unable to create fixed asset for the *iddir* because the members were not willing to spend their capital for any purpose except burial functions. Hence, children who come from poor families have got access to education in their vicinity with reasonable cost and create basic needs fulfillment for highly vulnerable children from income gained from the KG. Similarly, EDA has supported *Ketena 1* and *Ketena 3 iddirs* with amount of 100,000 ETB grant for each for the purpose of purchasing ambulance car and construction of KG school respectively.

The experience of FSCE regarding to building the capacity of CBO, *iddirs* with financial assistance had similarity like EDA but it channeled through *iddirs*' council for making them to establish IGA schemes. Until now, FSCE has provided more than 700,000 ETB as start-up capital for four *iddirs*' council to run IGA and support orphan children and train youth in vocational schools. In the case of ACORD, *Kebele 08 iddirs* union and *Abo Tsebel iddir* were able to establish KGs for educating marginalized children by accessing necessary facilities and supporting those HIV affected families. In addition, one SACCOs' union in Kebele 08 which consists of seven individual SACCOs was supported with office equipment which costs more than 125,000 ETB.

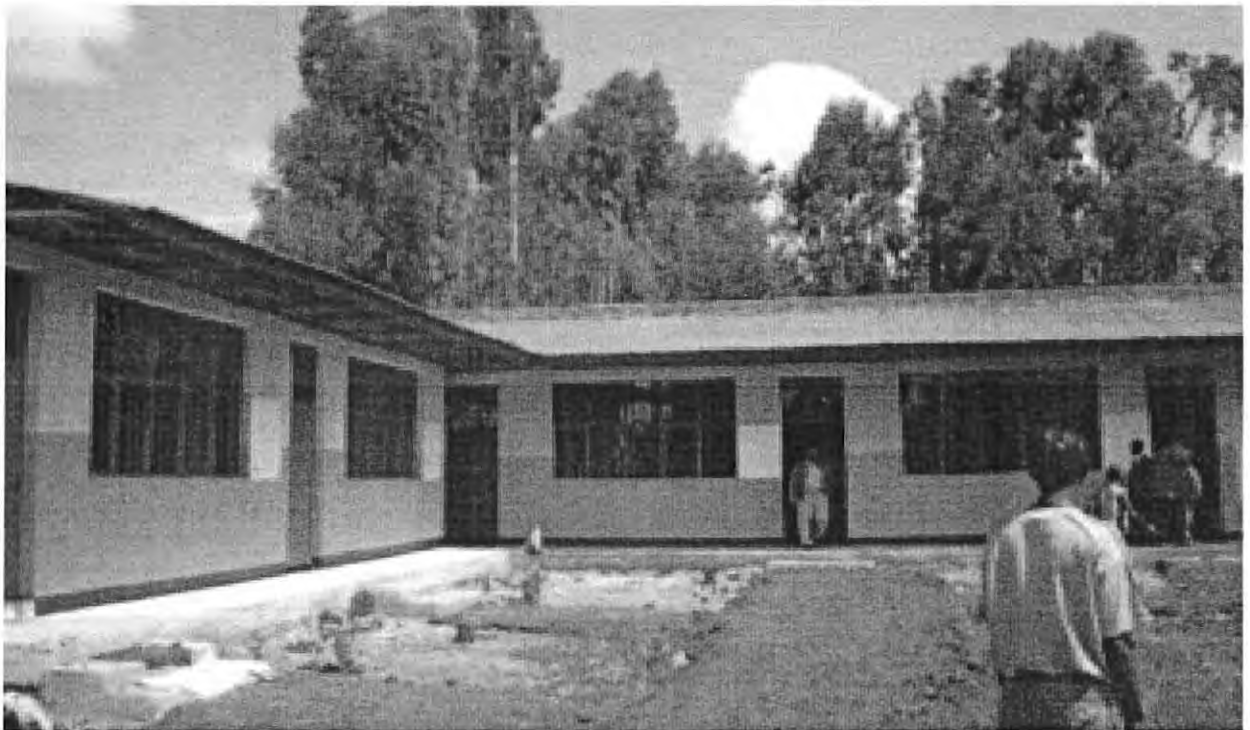


Figure 7: KG school constructed by *Legeher Merdeja iddir* in *Woreda 3* by the support of EDA

Source: Researcher's photo during Field Observation (2014)

C. Microfinance /Saving and Credit Program/

As a common approach by the three cases, NGOs though different emphasis among them, microcredit is a viable strategy that have gained popularity and make real changes on the lives of the target community by enhancing their economical capacity. Specifically women are the

pioneer beneficiaries in terms of having economic empowerment by building their confidence to be powerful and equal share in the household decisions. With specialization of this thematic area, ACORD has taken the lead in terms of bringing *iddirs* to be the key players of saving and credit schemes through organizing their members in saving and credit cooperatives. During the establishment of SACCOs with the members of *iddirs*, they have obtained initial capital from the NGO for encouraging member to save money and increasing the interest of the members to take credit and create job opportunities for themselves and family members'. The finance provision depends up on the number of members in each SACCO and their business plan to begin IGA; for instance ACORD awarded 30, 404 ETB for *Melka Shane Saint Gabriel SACCO* which is consists of 108 members in 2008.

In the same vein, EDA has organized sponsored children families in to saving and credit circle to promote their economic capacity and saving culture by providing financial assistance and organizing women in to cooperatives of vegetable producers, food processors, small dairy holders and cafeteria service. For instance, when EDA has provided money for organized women groups, it is processed through the SACCOs as revolving fund loan instead of direct seed money grant. One of the respondents from *Edget Besera SACCO* explained the benefit what she has obtained by being a member:

Box 3: *Now I am widowed and living with my two children in rented house, I own my business and earn daily income for fulfilling what the household needs. I have a capital of 8,500 ETB in my bank account and my children go to private school with necessary facilities and attend class regularly and confidently. I have a plan to scale up my business (Genet Mekete from EDA)*

However, those SACCOs that are established by EDA have still dependent on the technical and financial assistance of the organization experts and programs' fund source in contrary to ACORD experience in which the *iddirs*' union have organized their members in different SACCOs by arranging independent operational mechanism. In the case of ACORD, the formation of SACCOs has related with gender and age categorization; as a result, there are SACCOs of elder person, women and adults with members of 25, 47 and 213 respectively. As the leaders of *iddirs*' union

explained most members have taken the loan for different purposes like establishing businesses, purchasing of household assets, constructing of renting houses and scaling up of existing IGAs. But some requests of loan like assets purchasing are discouraged by the committee for avoiding the misuses of money by considering the probability of reimbursement. As indicated in figure 8, 43% of the clients of SACCOs have taken loan for the purpose of starting new IGA schemes while some members have taken it for medication reason. But there are also members who have taken loan for the purpose of undertaking social phenomenon like feasting, wedding, graduation and other social activities.

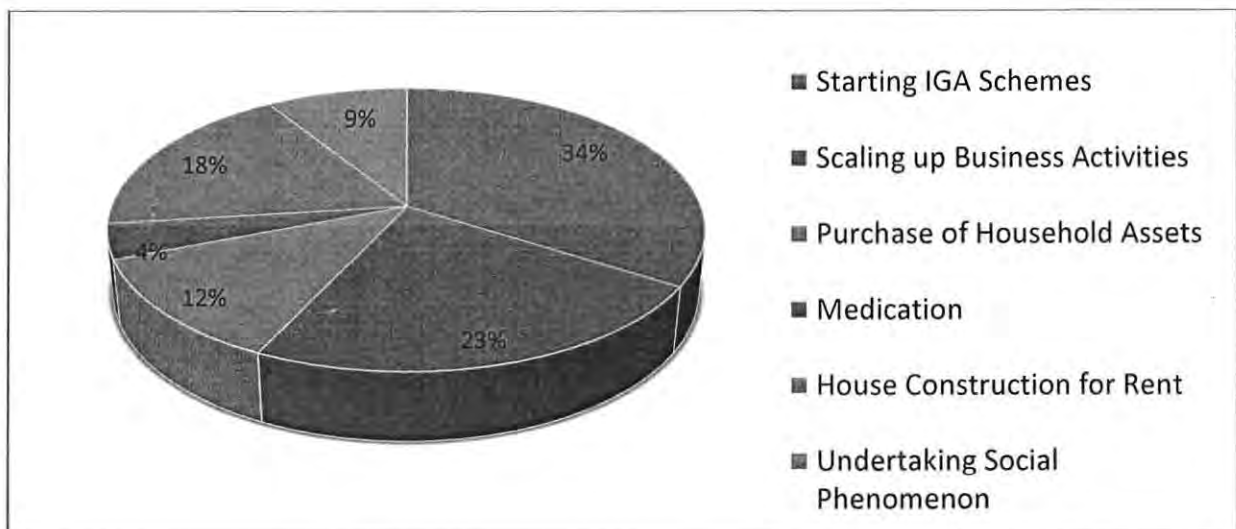


Figure 8: Loan taking purposes of *Iddirs'* (SACCOs) members

Source: Compiled from reviewed documents of target *Iddirs* (2014)

4.1.5 Overall Organizational Structures of CBO, *Iddirs*

CBO, *Iddirs* are old age traditional institutions/burial associations/ of society which exists based upon solidarity, friendship and mutual assistance and support among members of neighborhood, same ethnicity and sex. It was established for the primary purpose of providing financial, material and moral support in times of death for the bereaved members and their families. Despite the long years of existence of *Iddirs* as organizations of the community, it was in recent years to engage in community development by playing insurance role in mobilizing and saving resources, emergency role in mitigating the effects of incidents, social development role in getting members close to each other, mutual cooperation and support, conflict resolution and strengthening social

solidarity and relationships. In the study area, different *Iddirs* have involved in development activities with the support of NGOs and local government bodies which results in changing of their bylaws. Previously, *Iddirs* structure has organized for the purpose of facilitating the burial functions of members without any issues of development. However, in the recent past they have changed their bylaws several times by incorporating community development issues which has able to explore and identify their capacities for solving problems and improve ways of life. According to the leader of *Selasie Development Iddir*, he explained as there are two structures in the *Iddir* which consist of different committee for running the customary functions of *Iddirs*, burial ceremony and local development activities. It has coupled with two bank accounts which ease the development processes to carry out transparently and in the absence of complain from members.

From *Iddirs* leaders and members' responses, it was possible to understand that they have able to generate assets and capitals at the current time due to their involvement in income generating activities with the support of NGOs beyond the long staying resources like land, tenet, chair, cooking utensils and other materials.

4.1.6 Functions and Roles of CBO, Iddirs

In societal make up process, community organizations play vital role in terms of setting rules and norms for the continuity and normal operations of individuals' activities. Relating to this, *Iddirs* as community traditional institution have done different functions with maintaining on going social events and adhering society integrations. Commonly, *Iddirs* are known with burial functions besides to others, however, they have also currently involved in local development activities for benefiting their members and surrounding community.

a. Customary Functions and Roles

As can be seen from the respondents of *Iddirs* in *Akaki Kality*, they have been actively playing burial roles. Interviewed members of *Gelan Iddir* expressed that mutual assistance and cooperation is not only the obligation of *Iddir* members but also it is the long-standing culture and the norm of the Ethiopian society. On top of that, *Iddirs* such as *Selasie*, *Legher*, *Gelan*, and *Woredas' Iddirs* council have been equally playing a pivotal role in conflict resolution and serve as social security in time of crisis such as flood and outbreak of diseases. The researcher

informants further explained that, *Selasie* provides some percentage of money from the *Iddir* account for members to assist themselves in time of sickness and help members in the rehabilitation process before the incidence of death occurs. Contrary to some writers such as Wondowsen (2009), understanding of *Iddirs* as every *Iddir* member must pay monthly contribution, in recent years, *Iddirs* such as *Ketena 1* have introduced exemption of monthly contribution fee for the elderly members and care and support for members before death. *Selasie* and *Legher* members indicated that, in line with their “customary” functions, their *Iddirs* have also actively involved and have been making strong efforts to change harmful traditional practices such as building costly tombs, highly expensive burial expenses and organizing feasts. One of the informants and a member of *Ketena 3 iddir* since 1995 explained the importance of his *Iddir* by saying:

Box 4: *My Iddir is my life security even very close than my family and relatives both in time of sorrow and happiness in social, cultural and economic aspects. (Nega Belihu)*

b. Community Development Functions and Roles

Since all *Iddirs* and their councils at district level had selected based on their cooperation with NGOs, they have engaged in development activities by involving their members though operating with different capacities and philosophy of implementation. But majority of *Iddirs* were commenced participating in development projects with the initiation of external actors particularly NGOs for the sake of executing their actions plan instead of felt needs of disadvantageous groups of society. Interestingly, however, it is quite imperative that majority of *iddirs* have contributed vital roles from the resources obtained from their own sources like membership contribution both in kind and cash. Currently, some active *iddirs* have fully involved in addressing their community needs by requesting potential donors and NGOs for solving the problems of their community. Regarding to this, the three cases NGOs have taken the lion share for building the capacity of target *iddirs* by equipping with necessary skills and knowledge as well as start-up capital for their projects. Quite interestingly, the approaches followed by the three cases have different aspects with respect to achieving their goals and sustainable community development. For instance, EDA has worked together with individual *iddirs* by setting criteria and building their capacities for implementing up-coming development projects whereas FSCE

has preferred with investing on the organized *iddirs* at council level for using the opportunity of addressing many *iddirs*' members and wider areas. In the case of ACORD, the approach alters in terms of theme which is organizing *iddirs* to have micro credit service for their members.

In the case of EDA, two *iddirs* that are *Ketena 3* and *Legaher* were able to construct KG for the surrounding children to enable the access of education with reasonable costs. Other *iddir* named *Ketena 1* had able to purchase ambulance car for giving the services of taking patient to health centers and died person to funeral areas. In addition, they have conducted community conversation sessions to aware community about health related issues like HIV/AIDS, Child protection, and their own community issues. During field visit, it was able to observe constructed KG, public latrine, grinding mill as well as water points which are serving as source of income for them to benefit vulnerable groups and other community members.

As explained by the interviewees, the innovative part of the income generating activities' is that the generated income is re-invested for promotion of other local development activities and has a positive effect to reduce some of the costs that members are expected to contribute for community development. Besides, it provides opportunity for poor members since they are relieved of in cash contributions in as far as they spend some time for work. The leader of *Selasie iddir* stressed that, for taking the role of NGOs, they have started to support highly vulnerable children by fulfilling their basic needs and giving of psychosocial support for being to continue their education and getting appropriate care in the community.

Similarly, *Woreda 7 Iddirs*' council has assisted youth to attend vocational training by covering their tuition and other costs which makes them to attract individual philanthropist and projects implementer NGOs. As explained by *Woreda's Iddirs* council respondent, the union established at the sub city level has taken the role of lobbying and coordinating *iddirs* to organize and create potentials in terms of influencing local authorities for having accountability for local development. In the second case of FSCE, *iddirs* who are clustered at council level in the districts have operated different IGA activities for diversifying their means of income by obtaining start-up capital from the partner NGO. For instance, *Woreda 7 iddirs*' council has opened grocery and butchery service for the community and able to generate incomes for supporting their target beneficiaries like orphans and youth through provision of scholastic materials, lunch food availability and tuition fee.

Table 4: Type of support CBO, iddirs obtained from NGOs for the period of 2002-2013.

S/ N	Name of Iddir /Council	Types of IGA	Initial capital provision(Bir	Current capital (ETB)	Income uses from the business
1	<i>Ketena 1 Iddir</i>	Ambulance & transport service	100,000	132,560	Supporting orphans & needy members
2	<i>Ketena 3 Iddir</i>	KG	115,000	165,450	Supporting orphans & needy members
3	<i>Legeher Merdaja Iddir</i>	KG	120,000	265,460	Not yet started to support
4	<i>Kebele 08 Iddirs' union</i>	KG	78,500	285,000	Support PLWHA and Orphans
5	<i>Woreda 3 Iddirs' Council</i>	Photocopying & secretarial service	150,000	165,000	Not yet started to support
6	<i>Woreda 6 Iddirs' Council</i>		150,000		Not started the IGA at all
7	<i>Woreda 7 Iddirs' Council</i>	Grocery	100,000	45,000	Supporting orphans & needy members
8	<i>Woreda 9 Iddirs' Council</i>		150,000		Not started the IGA at all
9	<i>Selasie Dev't Iddir</i>	Cafeteria	43,200	65,230	Create jobs for mothers
10	<i>Edget Besera Lemat Akef Iddirs Union</i>	Loan provision	115,093	675,432	Increase loan services and benefit of members
11	<i>Woreda 2 Lemat Akef iddirs Union</i>	Loan provision	90,165	577,286	Increase loan services and benefit of members

Source: Computed from the study (2014).

4.1.5 Drive Forces that Determine CBOs, *Iddirs* Involvement in Community Development

Here in this sub-section, assessment was done on the factors that determine the extent of *iddirs* involvement in the process of developmental activities in their own localities whether by own initiatives or external actors interest. The proper organizational set up of *iddirs* has crucial roles in terms of facilitating and guiding community development activities with the consent of members. But if the organizational structures do not have flexibility for operating development activities, it hampers effective implementation of project tasks by jeopardizing the process of mobilizing resources and coordination with other actors (Yachkaschi, 2008).

The findings of the study revealed that there were similar organizational set ups among the target *iddirs* except few though different interpretations during applying of bylaws and taking actions for performing duties. Such of kind of exercises by *iddirs* have implications relating to the implementations of local development activities.

A. CBO, *Iddirs* and their Decision Making Process

As revealed by respondents of *iddirs* in the study, there are organizational structure and decision making procedure in place that allows participatory and inclusive decision making and consultation among members and their leaders in most *iddirs*. The first and the highest decision making body is the general assembly which consists of, by default, all members and has empowered to pass important decisions including the decision to dissolve the organization when deemed necessary. The same kind of decision making procedure is also applicable within the executive committee which consists of 5-7 members and represents the second decision making body in the structure of *Iddirs*. Out of the total 7 members 5 or more members (quorum) have to be present to make decision and pass endorsement within the committee. From the findings, it was able to understand that *iddirs'* structure has exercised the two procedures of decision making for carrying out development activities and establishing partnership with NGOs. However, there are so many dialogues and confrontation in most *iddirs* before reaching on consensus even in some *iddirs*, the leaders have taken responsibility for the involvement of *iddirs* in the local development process. As leader of *Legaher's iddir* explained that the general assembly has discussed for long period of time regarding to the development partnership with EDA since they had frustration of losing resources accumulated for burial functions. The executive committee has

well conversed on the issues before presenting to the general assembly which made ease for convincing the members and reach on consensus.

As informed by Iddirs leaders and members, instead of a top-down decision making procedure, decision making principles in the structure of Iddirs include mutual agreement, negotiations, consultations and dialogue, among other things. This finding perfectly fits to Uphoff's (1986) understanding of CBOs and their decision making procedures as indicated in the second chapter. However, most members and leaders admitted that to reach to such mutual agreement and consensus, there is a lot of monotonous and painful exercise of negotiation, persuasion and also confrontation with non-compliant members and leaders to work for the common goal and to compromise the divergent interests among members and leaders. This trend of exercising decision making in CBO, iddirs have facilitated effective accomplishment of project works by NGOs and increase the presence of accountability for monitoring the process of local development activities.

B. Formalization and Leadership in CBO, Iddirs

These issues are other factors that determine the process of development activities in their locality. The existence of written bylaws which is developed, endorsed and implemented by all members on mutual consensus is a basic feature of CBO, iddirs in which members are empowered and have the privilege to define the rule of the game and held accountable for bylaws. Such practices justify the formalization process in the structure of Iddirs from a mere collection of people to a collection of rules to guide their collective action. Those iddirs participated in the study have written bylaws that guide the overall activities of *iddirs* both for customary and developmental functions and it has a nature of flexibility to be changed and amended within three years averagely. One of the informant from *Selasie* development *iddir* indicated that they have changed the bylaws within two years for updating and modifying current issues by considering the dynamisms of the social processes. In terms of incorporating developmental articles in their bylaws, there is no uniformity across all *iddirs* since it has taken more time for convincing members and even in some cases it become rejected by generally assembly. As the respondent from *Gelan iddir* explained that they exerted more effort to include the article of using *iddir's* resources for creating means of income by renting to other parties. Whereas *iddirs* like *Selasie* has decided frequently if the leaders have brought convincing

argument for the incorporation of that specific article in the bylaw as explained by their respondent. Hence, the amendment process of bylaw has contributed a lot with respect to their active involvement in development activities by using existing opportunities and creating potential partnership with development actors. As the findings showed that those *iddirs* who are running together with the dynamisms of events in their surroundings, they have exhibited change on the organizational growth of their *iddirs* and become active development actors in the process of local activities. But those *iddirs* who are reluctant for change have still slow growth though they are part of community development process in their locality.

Equally important to other factors, leadership has also significant role in terms of facilitating local development activities in CBO, *iddirs*. Samuel (2010) points out that the role of leadership in traditional institutions determines the overall status of their functions and relations with external actors and local government bodies. Regarding to leaders'-members' relationship in the target *iddirs*, there exists an article which state two years of fixed terms of office in their written bylaws but most individual *iddirs'* leaders have stayed in power for more than six years by bypassing the bylaw of *iddirs* although it has better in the case of *iddirs'* councils. A leader of *Ketena 1*, who has been in power for the last ten years, explains the practices by saying:

Box 5: *I am willing and ready to leave the place for others and I also expressed my view in many instances including in the General assembly meetings but no one is ready to take my leadership role, rather, most members insisted on me to continue in my leadership role.*

This kind of practice also stands true for others *iddirs* in the study area in which leaders have been in power since its establishment and for more than 10 years. As members explained the reasons, the existence of loyalty, good performance, observance of bylaws as well as their commitment to work compels members to accept them for long time. From the point view executing development activities by bringing new and innovative ideas in *iddirs*, such practices have negatively impacted not to endorse new system of operations and fully engagement in local development activities.

C. CBO, *Iddirs* and their Partnership with Other Development Actors

Many respondents during interview explained that they have cooperation and partnership with other actors in relation to their involvement in local development. The more the activities of *Iddirs*, the higher the cooperation and partnership that *Iddirs* can have with external actors such as other *Iddirs*, local government, NGOs and other organizations. As indicated by the interviewed informants, one of the reasons for such good partnership is that the involvement of *Iddirs* in different activities attracted other actors especially local NGOs and the local government both for the aim of addressing the problems of the poor at the local level and/or political gain respectively. The leader of *Woreda 6 iddirs*' council illustrated that the local government and the NGOs have different interest in their partnership with *Iddirs* at the local level. The primary aim of the local government for their partnership is to get the support of *Iddir* members in their political campaign as *Iddirs* have large number of peoples as members. For the NGOs, partnership with *Iddirs* at the local level has two main advantages. One is that it is very easy to find the poor and the marginalized such as women and elders in community organizations like *Iddirs*. The second is that it helps the external actors to get legitimacy from the community which in turn has positive impact for project sustainability and sense of ownership.

As respondents of *iddirs* mentioned that they have contributed what the local government asks for the purpose of carrying out local development activities with the decision of executive committee without the consultation of general assembly. Sometimes it has been taken as mandatory to respond all the requests from local government even during election which does not need to the good willing of all members. One of the informants from *Gelan iddir* elucidated that each *iddirs* have contributed up to 2,500 birr for local development activities like internal roads, sewerage and other similar activities.

The level of partnership among the target *iddirs* has showed the extent of their commitment and achievement in implementing community development activities for their members and surrounding community. Even though the target *iddirs* have partnership with different actors, its extent of interaction manifested the magnitude of partnership during its establishment. For instance, *Ketena 3 iddir* which was a partner of EDA for supporting orphans and their families since 2010 but currently they do not have any communication with development actors while *Selasie iddir* has been working together with ACORD for the last five years and also able to

create partnership with other NGOs for raising funds and supports for their community development endeavors. Unlike to other *iddirs*, *Selasie iddir* has unique character in its cooperation and partnership since most of the local development activities are executed in partnership with the external actors that make them to be external oriented and out ward looking. As a result, the initiative to have more partnership by *iddirs* has determined the extent of local development activities in their locality. During focus group discussion, they gave witness as active and committed leaders in different *iddirs* able to bring resources by creating partnership with NGOs and local government bodies for improving the availability of facilities in their residential areas. Almost all of respondents of the study from *iddirs* notified that there is no partnership with private sector since they have an understanding of them with profit seekers and deals only with business issues by ignoring their social accountability.

4.1.8 Development Actors' Role in Study Area

In order to implement the local development of specific area, the role of different actors has crucial in terms of contributing the required resources and sharing responsibilities with respect to managing, guiding and owning the process of activities and developmental out puts. Regarding to this, development actors in the study area have varied roles for facilitating and executing different community development activities in the respective areas. Local government has taken the lion share in implementing local development activities like road construction, sewerage, environmental sanitation, electrification, awareness raising education and organizing poor communities with income generating activities by lobbying and coordinating other bodies like NGOs, private sectors, community institutions and the whole community.

The informants from sub city social and civil affairs indicated that local government has played the role of creating conducive environment for the actors to have legal frameworks and facilitate the existence of accountability and transparency through monitoring and evaluation. The sector office supports *iddirs* with legalization process, registration, facilitates the opening of bank account, approval of their bylaws and also in matter of conflict resolution. Beneficiaries' selection, training provision and giving recognition for NGOs who have been working in the area of street and trafficked children as well as elder people are also the government sector office contribution for the development activities operated in the sub city. In relation to NGOs, the sub city administration through the NGO desk has made an appraisal of development projects that

costs up to two million ETB by having operational agreement with implementers NGOs. On top of this, they have monitored the ongoing implementation of the projects activities in order to check whether it leads to the intended aims or not. Periodical evaluations have been arranged in collaboration with stakeholders for the purpose of reviewing the process and acquiring lessons.

In terms of addressing the vulnerable sections of the society, NGOs and CBOs like *iddirs* have played multiple roles in fulfilling basic needs of the target group as well as build up the economic capacity of families for securing daily household consumption. Even though some NGOs have focused on stratifying the immediate needs of the vulnerable group, they have also been engaging in providing tailored made trainings and awareness raising education for community that contribute for alteration of individual behavior. Infrastructure development and building the capacity of community structure as well as government institutions were taken as emerging area of focus by NGOs for ensuring the sustainability of project outcomes and benefits of social interventions. *Iddirs* and other likeminded community institutions have played crucial roles in the process of community development through facilitating activities and mobilizing community by collaborating with NGOs and local government.

Financial and technical assistances from NGOs have enabled and empowered *iddirs* to take initiatives and recognize their roles in development activities of their localities. However, as some *iddirs'* respondents explained local government officials have not felt comfort and confidence in relation to community structures like *iddirs* partnership with NGOs for carrying out development activities. Hence, *iddirs'* councils like Woreda 7 have challenged with running of income generating scheme due to unfair pressures from the local administration in terms of license renewing and allowing market shop.

4.1.9 Nature of Sustainability /Phase out Strategies by NGOs

During the course of operation for improving the well-being of marginalized groups of society, NGOs have developed exit strategies before leaving the target areas in which most of them are expected to incorporate in project proposals. The existence of viable sustainability mechanisms has taken as a precondition for securing funds from donors who demand the project out puts and results to be continual for target group specifically and whole community in general.

From the findings of this study, it was able to understand that the three cases, NGOs had followed different strategies for the sake of handing over projects activities to be owned by the responsible bodies like local government, beneficiaries, and other community structures. As respondent of EDA mentioned that the issue of sustainability needs to be thought during project ideas brainstorming since it has a chain like process in which the inception of project determines the overall stages of the implementation by setting appropriate mechanisms. Even though EDA was made a memorandum of agreement with partners *iddirs* for the support of finance to IGA schemes, it had not been done with consideration of making benefited *iddirs* to be accountable for their assignment by including other stakeholders like sub city's social and civil affairs office or *iddirs'* union. Actually, there have been alterations of individuals' behavior through consecutive trainings and knowledge upgrading programs that enable *iddirs* leaders and members to have skills and abilities. But the capacity building approach for sustaining project activities had less multiple benefits and innovative actions from the point view of sustainability which limit *iddirs* to focus only similar activities and disintegrated actions.

The efforts that made to embed social intervention activities with surrounding system and process have taken as good initiative for sustaining of the NGO project works. But the nature of direct support for *iddirs* has drawbacks in terms of developing dependency and external oriented attitude for their own development accomplishment. Practically, there were lacunae in terms of creating linkage among stakeholders during closing up project activities and transferring to the responsible bodies like *iddirs*, local government institutions, schools, and local committee though better strategies of involving *iddirs* in development activities.

Whereas in the case of ACORD, *iddirs* were able to establish SACCOs by providing reasonable initial capital for ensuring the benefit of members from economic empowerment by creating sense of ownership. Since members have savings in each SACCOs, they consider it as their own and struggle for its survival by contributing the necessary efforts. Trainings and skills acquisition supports were contributed in enhancing community participation and accepting of projects' activities to be continual. Unlike to EDA that focused on direct support for beneficiaries, there were multiple benefits approach in ACORD relatively during working together with *iddirs*; for instance KG was constructed and equipped for enhancing *iddirs* capacity to lead community development activities along with establishing water points and latrine while members of *iddirs*

also organized in SACCOs for benefiting individually. ACORD had worked on establishing linkage among the target beneficiaries and local government bodies for the purpose of creating accountability among stakeholders.

Since the organized SACCOs are under the control of local administration through cooperative office, they have obtained technical supports like auditing in annual base and also link with small micro enterprises for arranging business areas. Interestingly, ACORD had minimal initiative for direct support of services for the target group which avoids dependency syndrome and begging culture in the community. Equally important self-reliance approach had taken as best alternative for reducing the poverty conditions in the target areas which gives focus on promoting community to explore their potentials. For the process of facilitating ownership of project activities, committees that consist of community representatives were organized for leading and controlling established service provider's institutions like school and SACCOs. However, it was created its own challenges to some extent in recent times because skilled and experienced leaders gave due emphasis for strengthening SACCOs by showing limited interest for other community institutions like *iddirs'* union KG.

Similarly, FSCE was also followed strategies that focused on skills and knowledge enhancement of main actors of development in the project implementation process for promoting their active participation and owning the community development. It coupled with provision of technical assistance and on job demonstration for shaping and bringing *iddirs'* executive committee and leaders in to the track of community development activities. However, there were gaps the practical implementation of provided trainings and education with continuous assessment of their actions in their institutions. In addition, there is a coalition of development actors named multi-stakeholders committee that works towards checking and balance of individual actors in the implementation process and avoid duplication efforts by different actors in specific intervention areas. It is a new approach which is unique for the organization that promotes sustainability of benefits and accountability of supported community institutions like *iddirs'* for continuing services provision for the needy targets.

For sustaining the support of highly vulnerable children after phase out of the project, there was a capacity building of financial provision for selected *iddirs'* councils by making them partners since the commencement of the project implementation for instilling techniques and mechanisms

of community development process. Hence, *iddir's* councils have operated IGA schemes for creating means of income and become an active actor in local development process. Regarding to accountability of support receivers *iddirs*, it had two approaches in which the first benefited group made an agreement with the involvement of government representative but the later one was done in their presence which mount *iddirs* responsibilities for what they received the support. On top of this, FSCE has made an effort for the dynamism of approach of implementing different development projects for learning and adopting best practices that enhances benefit sustainability. For instance, women who are parents and guardians of children organized in microcredit for promoting saving and engaging them in income generating activities while after period of time some groups have been shifted to self-help group for building trust and fulfilling common interest of members.

4.1.10 Challenges Encountered by NGOs and CBO, *Iddirs*

The different roles and functions operated both by NGOs and CBO, *iddirs* have not executed without challenges. For both development actors, it has aroused from internal and external sources that affect their endeavors of bringing real changes in the lives of poor men, women, children and communities. As revealed by discussants of focus group discussion, the lack of integration among major stakeholders in community development process has mentioned as the root cause for the occurrence of other interrelated problems during implementation of activities. Since there is less linkage and coordination during the accomplishment of development activities by different actors, the common goal could not be achieved in expected way due to lack of complementing one another for giving the right mixtures of service for the needy communities. Specifically, it has highly manifested in NGOs who have been working in similar thematic areas and similar target groups which lead to duplication of efforts with wastage of limited resources. Actually, the informants stressed that it has to be done with the mediator body, responsible government office to promote fair resource distribution and balanced interventions of development arenas and benefiting of needy people as well as community institutions.

As CBO, *iddirs* respondents explained that the skill acquisition process to leaders and executive committee by NGOs has not been doing until it brings the expected change in abilities and behavior through continuous follow up and technical assistance. This trend of practice was also observed in the IGA programs of *iddirs* which means NGOs experts had minimal role in

supporting them with monitoring of activities beyond provision of trainings and start-up capital for IGA. The controlling mechanisms in local government was also create gaps in motivating and providing necessary services for iddirs to engage in local development activities with full potentials and capacities. Similarly, the absence of collaboration among horizontal government offices like the case of NGO desk and sub city's civil & social affairs office was created gap in linking the right development actors with appropriate community structures and target communities for enhancing development efforts in the area. Internally, the CBO, iddirs respondents identified the major challenges as; limited commitment and willingness among members to join leadership position, lack of professionals in the leadership position, and members' limited labor and time contribution in local development activities.

Furthermore, it was mentioned that as *iddirs* are engaged in collective actions, problem of "free-riding" always creates challenges to the further development and contributions of *iddirs*, though most committed to contribute their part. Equally important is the challenges that *iddirs* faced from external sources. In this regard, both leaders of *iddirs*' and project managers' of NGOs in the study indicated that the limited government supportive policies and inadequate space or land for the construction purpose is among the challenge that they consider external. Competition for resources among *iddirs* has also become an emerging challenge due to inconvenience of government with *iddirs*' partnership with NGOs in community development.

In other perspective, the interviewees from the local government and NGOs in their part mentioned some of their challenges in their partnership with *iddirs* in development. In this regard, the interviewed local government officials mentioned the difficulty involved in convincing and persuading *iddir* leaders and members to engage in joint partnership. They said that *iddir* members and leaders are skeptical and reluctant to accept government invitation for joint implementation of development activities. Their negative experience with the previous regimes contributed to the lack of trust and confidence among *iddirs*. In another scenario, NGOs officials also mentioned some of the challenges they encountered in the last six years of partnership. As indicated by the Project Manager of ACORD, some of the challenges of working with *iddirs* include limited capacity and experience in executing development activities, lack of trust and commitment to engage in partnership with external actors, lack of professionals to develop and design project proposal, weak reporting and problems to meet deadlines.

4.2 Data Analysis and Discussion

From previous sections, it is possible to reflect the raw data obtained from the administered in-depth interview from NGOs representatives, CBO, *Iddirs'* leaders & members as well as government bodies related with overseeing NGOs and CBOs, *Iddirs* partnership in community development process for sustaining social intervention in the target groups. In this section, major issues like areas of interventions, approaches of capacity building and phase out strategies of NGOs are analyzed and discussed from the point of sustaining community development in the study area by comparing and contrasting theoretical and conceptual basis of the issue. Moreover, indicators of sustainability of benefits are elaborated for the purpose of assessing the three cases, NGOs role efforts in creating continuous and sustainable social development in the target area. The analysis of the preceding issues helps to propose possible alternative mechanisms and strategies for development actors to gear towards activities that makes long lasting effects for target communities.

4.2.1 Thematic Areas and its Implication on Sustainability of Benefits

As indicated in the earlier section, NGOs have various areas of intervention for accomplishing development activities in target community through integrating and complementing one sector with the other for effective achievement of their organizational mission. However, even in the same thematic areas of intervention, all NGOs did not have equal interest to implement different sectors of development which have resulted in various implications for the sustainability of benefits among the target community. In the three cases, NGOs; education, economic empowerment and capacity building have got attention as development projects for benefiting target group and filling the gaps of government in addressing the needs of marginalized section of societies. Other sectors like health, child protection, women empowerment, & urban agriculture have touched by one or two NGOs in their integrated community development approach for solving the interrelated problems of community. As mentioned by the sub city NGO desk coordinator, most NGOs have been working on children related activities owing to fund availability from different donors.

In the case of EDA, most of the aforementioned sectors were implemented for giving services for the needy targets like children and women, supporting government institutions with facilities and

realizing tangible outputs and outcomes in development projects. Since most projects have tilted towards addressing immediate benefits of trafficked, abused and neglected children and their families, the probability of sustaining the services among targets has entrenched with project period and availability of funds. Whereas the income generating schemes by individual household as well as *iddirs'* council can perpetuate the service provision for the needy target group in limited manner. However, as findings indicated that self-help group and SACCO development approaches have played crucial roles in making target community to benefit sustainable from their income generating activities by empowering economically and socially by avoiding their powerlessness.

From the findings of the study, the interviewed informants were prioritized the areas of women empowerment, capacity building and IGA program for *iddirs* for the sake of sustaining benefits of social interventions by NGOs. They also stressed the needs of coupling it with basic services provision like education and health due to its foundation for other upcoming activities and allocating ample budget for tangible tasks rather than for insignificant activities like meeting, workshop, experience sharing, trainings and monitoring. As NGOs respondents believed that the existence of multiple donors' requirement in terms of funding projects like log frames, indicators may deter thinking about development as holistic whole involving process of theoretical reference, historical understanding of poverty, and sustainability. Some thematic areas have small scale projects and become difficult to bring large scale improvement in standard of living which makes difficult measure change in society and sustainability of this change.

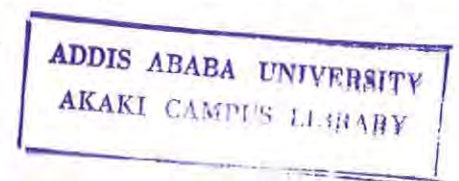
4.2.2 Approaches of Capacity Building and its Impact on Sustaining Community Development

The findings of the research suggest that NGOs have followed different approaches of development for executing and fulfilling the needs of underprivileged section of societies. Their approaches have mixed blessing with the offer of basic services like food, education & health that leads to dependency syndrome on the beneficiaries while it develops innovative and cost effective strategies for addressing the felt needs of destitute for bringing sustainable change on their lives. In case of the three cases, NGOs the implementation of development projects has directed with multiple flows; some projects have still focused on fulfilling basic needs of the deprived society which fits with the traditional needs driven approach whereas other projects

have mixed nature which incorporates both basic needs approach and capacity focused livelihood approach. Rarely, there were few projects that are purely focused on building the capacities of families, community organization or government institutions that have taken the lion share for the existence of benefit sustainability of social interventions by NGOs. Regarding to traditional needs driven approach, the nature of implementing projects with the aim of solving the immediate needs of people has no contribution for sustaining what they have implemented in the long run as well as poverty and its related problems do not seems to ebb rather on rises.

Relating to this, FSCE has experienced with giving basic needs for children at risks in the rehabilitation centers that promote dependency on children and their families which also compel to have costly means of interventions. It has resulted from their strategies of protecting vulnerable children through waiting them in rehabilitation centers and reintegration with their families which do not bring change on the later life of children and their families. Most of the informants from FSCE indicated that most resources were allocated for purchasing supplies and spend for running costs to facilitate the reintegration of trafficked children as well as for equipping the facilities of rehabilitation centers. As a strategy, the organization has been working on solving the occurred problems on children rather than taking pro-active and prevention activities through an integrated approach for mitigating the existence of problems. Hence, there need to make an adjustment on strategies by incorporating approaches that make problems to be disappeared from root causes before creating interrelated problems through providing basic needs as well as establishing livelihood diversification and other preventive mechanism of child vulnerability.

Moreover, there need to strengthen and scale up the capacity building program for CBO, *iddirs* for enhancing their capacities and enable them to take over the role and functions of NGOs in community development practices. The approach of supporting *iddirs* at council level has significance in terms of ensuring accountability and brings synergy effect among development actors for leading planned local development activities. It is an optional strategy for enhancing the capacity of *iddirs* to generate asset for *iddirs* for making social interventions to be replicable and continual by them. But it has challenge for infrastructure development for promoting asset based approach since it is a newly established structure in the community which makes hurdle to access house and land for business and construction respectively.



In the same vein, EDA has worked on provision of basic services for the target community; however, it has been used as intermediary approach until they have been engaged in IGA or organized in SACCO, group cooperatives and SHG. As informants explained that since EDA has stayed for more than one and half decades in the target area through operating different development activities, most of the current development programs and projects has transformed from needs driven based approach though some have part of it to. The manager of EDA revealed that the implementation of service provision is not an avoidable activity in the sector of NGO because it focuses on helping poor people who are deprived of basic needs and unable to meet the daily consumptions.

On top of that, it is highly interlinked with overall development of the country since NGO sector has limited resources and considers as gap filler of the government pocket of activities. But as development thinker and practitioner, it can be minimized through time with giving due attention for capacity focused development path by creating and strengthening of well-organized community institutions in the society. From the aspect of EDA, the nature of sustainability has positive indication for those areas of interventions that have been carried out for long time like education, cooperative, women empowerment, capacity building and livelihood improvement while those emerging social challenges like sanitation problems and child trafficking have questioned with the issue of accruing sustainable benefits for the target groups. As respondents of CBO, *iddirs* elucidated that one of the major areas of capacity building, skill transfer and raising awareness about the concept and practices of development has brought changes on leaders and members of *iddirs* consciousness about their own development activities.

The approach of supporting individual *iddirs* by EDA had successful result in terms of completing projects by creating assets for them to build their capacity for community development in their respective areas. But it had negative consequences regarding to taking over the role and functions of EDA after pull out of the project implementation. As a result, there need to apply mixed approach of supporting *iddirs* who are organized at council or union level as well as individual *iddirs* for better achievement in making *iddir* as active actor in development. Actually, the success of supporting *iddir* structure also depends on the nature of projects implemented by NGOs which means some areas of intervention like promotion activities have

done in better way at council or union level while infrastructure development like community center or IGA schemes is better in individual *iddirs* due to land accessing.

Quite interestingly, ACORD had focused on single system approach of developing the capacity of *iddirs* through organizing their members with SACCOs which is directly related with empowering them to have assets. The first phase of supporting *iddirs* to be part of community development through establishing model KGs for *iddirs* union had smoothed the establishment of SACCOs for economic empowerment of *iddirs*' members. Notably, it was a transitional stage for *iddirs* to give emphasis for local development activities beyond customary roles and functions. The skill and knowledge based capacity building program has vital roles in changing the perception of leaders and members to promote saving culture and creating job opportunities for household members. For better impact on the lives of beneficiaries, there need to make projects to have multiple benefits instead of single one for diversifying livelihood opportunities and complementing each other. Hence, ACORD has better experience with the approach of asset based capacity building for sustaining the social interventions benefits in the community since it increases the probability of self-reliance among the target community and *iddirs*.

4.2.3 Analysis of Indicators towards Benefit Sustainability

In view of all efforts to help the poor out of poverty, the issue of sustainability of social interventions that emerge from these efforts is still lacking at different level. After decades of fighting social problems and crises in the study area by different development actors, the abject type of poverty has existed in different forms without significant and radical changes on the lives of lower ladder people. This sub section generates analysis of factors that determine the benefit sustainability of social interventions of NGOs and other actors like CBOs, *iddir*.

4.2.3.1. Community Participation and Ownership

For the sake of ensuring sustainability of activities by development actors, an appropriate plan of action on how to work with the community is vital and mandatory for promoting the local community involvement in their own agendas. Practically, NGOs have involved different community groups in the implementation process of development projects for the purpose of transferring skills as well as capacities for enabling them to undertake activities after NGOs withdraw project support. But the nature of participation has different forms and its application

affect the sense of local ownership for the activities implemented by NGOs. Real participation takes long time of coaching and mentoring which clashes with NGOs' focus on project based implementation. Nevertheless having a pool of individuals valuing and owning a particular benefit is likely to secure continuity (Uphoff, 1995).

In this study participation and local ownership were related to several aspects. CBO, *iddirs* contribution for prioritizing project ideas and consulting on the way of implementing development projects have considered as having sense of ownership among leaders and members. In EDA and FSCE, it was discovered that *iddirs* have developed their own projects for asking support from each NGOs which enable members to decide fully for their contribution for accomplishment of KG and other activities. Similarly, discussion and dialogues have conducted during identification of potential *iddirs* for capacity building from the respective areas. On the other hand, ACORD had supported financially for SACCOs with *iddirs'* members initial mobilized savings for quick inception of loan disbursement to members and encourage its replicable to other *iddirs* in short period of time.

From the study, it was observed that strengthening local structure and the mechanism of local contribution is an important indicator of ownership and working towards benefit sustainability. However if the monetary contributions for each individual are set too high, achieving this objective may be challenging. As informants of *iddirs'* indicated that NGOs' transparency and accountability to communities was pointed out as important for effective participation and working towards sustaining benefits. Transparency of organizational finances and accounts was pointed out as a great contributor to ownership since it develops trust among development actors. The manager of EDA delineated that annual operation of the physical period has been shared with the respective stakeholders specifically those actors like *iddirs* have directly accessed to activities and budget details of the project. It has coupled with conducting regular meetings and joint filed visits which often keep in touch of community group. Involving group members in planning and decision making processes, and the ability of group leaders to give up most of their powers is crucial for promoting collective ownership.

In addition, to involve the communities effectively, it is important that they are part of the initial process of identifying a problem (Fowler, 2000). Subsequently they should devise means to address the problem and develop indicators to assess its progress. In the studied cases it was

established during ongoing implementation of activities which has brought due to the problems of considering the felt and priority needs of the target communities. It has negatively affected the participation of stakeholders to expected manner for better achievement of the intended aims. Yet CBO, *iddirs* and local government bodies noted that for effective involvement and participation of all social groups in pursuing benefit sustainability, development initiatives should be initiated by local communities themselves.

4.2.3.2 Achievement of Multiple Benefits and Innovative Actions

During social interventions of NGOs, the existence of multiple benefits from the results of projects has crucial role in terms of increasing livelihood and income opportunities of target communities. It can be measured from the aspect of generating jobs for household members and adding value for what *iddirs* have engaged as means of income across time of operation. Achievement of multiple benefits is highly interrelated with the nature of the project components and amount of budget allocated to execute it. Since NGOs projects are usually small scale, there are so many challenges for bringing life impact changes. However, integrated projects like those who have different themes improve the benefits to be multiple and diversify by ensuring its sustainability.

The findings suggested that the achievement of multiple benefits was varied nature with respect to individual targets and community institutions like CBO, *iddirs*. It has a high probability to be occurred with activities accomplished for individual beneficiaries like children, women and youth while it was difficult and demand huge investment for creating multiple benefits in grouped targets like *iddirs* and SACCOs. Peculiar to other cases, those programs in EDA who have been stayed for long time in implementation showed relatively better in terms of diversifying household means of income and give focus on working on long lasting activities like infrastructure development, organizing women in SHG and IGA schemes. From the study it was observed that the aid chain dynamics has affected the flexibility of NGOs with regard to allocating major resources for benefiting target communities as well as maintaining partnership with CBO, *iddirs* for long time.

As it is known most NGOs' projects have been designed to be innovative and focused on solving myriad number of social problems with small amount of budget. The nature of innovative

activities is related with the areas of interventions that are implemented in specific communities. However, it is difficult to show the results of innovative actions within a short period of time which usually contradicts with NGOs' operation style. NGOs have usually implemented small scale projects with specified period of time that limits to observe the impacts of the intervention on the life of the poor (Dresener, 2000). As the findings of the study indicated that the piecemeal approach of accessing resources have exerted pressure on NGOs not to give due attention for the issue of sustainability of benefits to accrue for the target communities.

As the case of EDA, some sectors like education has got consistent flow of resources from donors that able to bring remarkable changes in terms of improving children enrollment and quality education. Similarly, ACORD has showed significant changes on bringing CBO, *iddirs* in to local development activities though there have been gaps in addressing needy community with broader sectors of interventions. Thus, NGOs should have to secure consistent flow of resources for ensuring sustainable linking of project activities through creating own means of income in addition to donors fund. It enables to create multiple benefits for the target groups as well as help to recognize the innovative activities of NGOs in their social intervention process.

4.2.3.3 Empowerment and Gradual Withdraw of Direct Support

Empowered communities are likely to exercise agency; able to influence development actors process which affect them, to set their own priorities and agendas (Michael, 2004). It helps to develop individual/group sense of potency which is demonstrated in terms of self-confidence behavior, and an increased sense of personal and group potential. This condition has created positive effects on CBO, *iddirs* to struggle continual to increase the source of economic and social power and working towards sustaining this source. As mentioned in the previous section, CBO, *iddirs* and individual beneficiaries have been empowered through different mechanisms like raising awareness, access to information, knowledge and skills, participation in social organizations, physical assets and financial resources. The results of the study showed that NGOs have made an effort to promote empowerment of individual and group targets by making them to access social and economic power. Specifically, women empowerment has been achieved through their cooperatives, enterprises, SHG and SACCOs that enable them to influence decision at household and community level. The findings suggest that scaling up of empowerment process improves group efficiency which in turn increases the likelihood of activities to be sustainable

among the community. The ability of the NGOs to withdraw gradually direct support from community groups is also another determinant factor that influences the sustainability of community development activities. As observed from the case of FSCE, direct support for target community has created dependency syndrome for individuals and less reliance on the potential of CBO, *iddirs* for managing and leading the process of local development activities. In addition, it was able to observe that withdraw from direct support has not taken as one of strategies by NGOs which are done in ad hoc manner and for the sake of evaluating project results only.

Hence in order to avoid the reliance on external actors; *iddirs* get hold of independent ways of accessing economic capacities as well as continuous mentoring and coaching by NGOs for making them to manage processes independently. In addition, to ensure ownership and a gradual withdrawal of the local NGO, a learning process, with frequent assessment, and willingness to adjust in the course of the process is required (Friedmann, 1992). Program flexibility in this case is most likely to pave the way for effective participation and ownership. Moreover, strong leadership was pointed out as an indicator that *iddirs* are heading towards benefit sustainability. Before the local NGO withdraws gradually, it should attempt to establish the nature of leadership in place. Leaders guide the functioning of CBO, *iddirs*, understand its vision and aim at achieving its mission. When community organization has poor leadership it is likely that such a group would not be transparent, show less team work and poor decision making and would lack proper accountability which all would contribute to group failure relation to working towards sustainability: strong leadership is an important indicator of community organization maturity.

4.2.3.4 Linking and Embedding NGOs' Social intervention into Surrounding Systems and Processes

Local NGOs not only need to engage with a number of stakeholders but also have to share power with them for effective participation. This entails that the local NGOs start withdrawing from direct engagement and implementation thereby giving the beneficiaries a sense of responsibility required for their independence (Fowler, 2000). This assumption inculcates that NGOs work on organizational development of CBO, *iddirs* for improving their capacities and getting empowered to exercise power over the process of community development. It needs to be considered and perceived as CBO, *iddirs*' own initiation for bringing organizational development rather than prescribed by partner NGOs. In this research it was discovered that although working with

stakeholders like government and likeminded organizations was considered fundamental by NGOs, linkages and collaboration between them were very limited and for the sake of formality only than for functioning properly.

As indicated in the previous section there were minimal cooperation among NGOs on similar areas of operation for sharing resources and avoid duplication effort. Actually, this role is gone to local government sector offices with their respective specialization for coordinating and linking efforts by different development actors. NGOs working together with CBO, *iddirs* has taken as one strategy that witness and promote the effort to link embed and link social interventions with local system and process. However, it needs to be supported from the local government role of taking responsibility for controlling and creating accountability among CBO, *iddirs*. For instance, the experience of FSCE in following multi-stakeholder approach for implementing child protection activities has reckoned to strengthen social interventions benefits to be linked and embedded with the existing structures of development actors. In the same way, trust among development actors and their beneficiaries is important for effective participation, ownership and co-option of social interventions. Practically, the case of ACORD in organizing women with SACCOs and SHGs has relationship with the issue of trust that makes members to benefit for long time. As a result, NGOs should have to create conducive environment for linking and embedding social intervention benefits for the community through establishing necessary systems.

4.2.4 Sustainability/Phase out Strategies Impact on Sustaining Community Development

There is a growing demand for impact evidence within development agencies both to support their own learning on effectiveness and for public accountability. It becomes a buzzword in the side of donors for giving resources for local NGOs to develop viable strategies during project development and implementation. Government has prior role in taking responsibility for supporting and instilling activities started by NGOs during project period. But in reality the NGOs operation environment discourages the conditions of development practitioners to work intensively on coaching and mentoring primary stakeholders like CBO, *iddirs* in giving necessary technical support. It has resulted from fragmented conceptualization of development process like managing techniques, log frame and monitoring indicators which impede development not to be perceived in holistic approach by considering historical, contextual and overall process of the

target community. Hence, the sustainability strategies need to be aligned with the consideration of such issues for ensuring the sustainability of social interventions of benefits for the community.

The findings of study indicated that NGOs have followed different strategies of phase out for their activities implemented in the community and in CBO, *iddirs*. Commonly, establishing SACCOs, SHGs and group cooperatives have major roles for sustaining benefits for the target community even though its operation and effectiveness showed that inconsistent across NGOs and target areas which depend up on the procedure of implementation. In the same vein, CBO, *iddirs* as community organization have got capacity building support for making them active development actor in community development and ensuring sustainability of benefits. However, the different approach of phase out and sustainability among NGOs have created alterations with its effectiveness of ensuring sustainability of benefits in the community. For instance, the individual *iddir* support approach by EDA might lead to in result for improving organizational capacities but the phase out strategy could not establish accountability for benefiting needy targets like children and women in their surroundings. As a result, phase out or sustainability strategies by NGOs should focus on creating accountability on the community organizations for sustaining community development by linking with the respective government institutions with memorandum of agreement.

4.2.5 SWOT Analysis of NGOs and CBO, *iddirs* for Sustaining Community Development

In the study, it was possible to identify potentials and limitations of development actors like NGOs and CBO, *iddirs* during accomplishment of development activities. The analysis of SWOT in development process has implication for success of sustainability of benefits through indicating major risks and untouchable potentials of community for solving the existing interrelated problems. During focus group discussion, the discussants elaborated the real situations of development actors by indicating practical experiences with respect to the promising exercises and challenges spring up from internal and external sources. As a result, SWOT analysis of NGOs and CBO, *iddirs* in their implementation of community development activities have expedited the integration and synergy of complementary activities that resulted in sustaining of social intervention benefit for the community.

The following table discussed about the strengths, limitation/weakness, opportunity and threats of both NGOs and CBO, *iddirs* in the process of community development.

Table 5: SWOT analysis of NGOs and CBO, *iddirs* in community development

<p>Strengths</p> <ul style="list-style-type: none"> • Relatively Participatory Approach • Flexibility in program implementation • Innovative approach • Community's needs responsiveness and resourcefulness in <i>Iddirs</i> • Influencing power of members • Addressing vulnerable groups • Filling the gaps of government • Child centered approach 	<p>Weakness</p> <ul style="list-style-type: none"> ○ Lack of integration and collaboration ○ Not viewing development as holistic ○ Lack of trust , accountability and commitment ○ Incompetency in leadership and management ○ Small number of NGOs working together with CBO, <i>iddirs</i> ○ Lack of in-depth need assessment ○ Poor follow up and mentoring system ○ Lack of appropriate knowledge and skills ○ Existence of small scale projects ○ Duplication of effort ○ Limited capacity and experience ○ Poor phase out/sustainability strategies ○ Lack of benefit sustainability for community
<p>Opportunities</p> <ul style="list-style-type: none"> ♣ Existence of myriad number of community institutions ♣ Willingness for contributions ♣ Motivation to engage in community development ♣ Increasing numbers of development actors ♣ Scaling up of promising practices 	<p>Threats</p> <ul style="list-style-type: none"> ✱ Inexistence of supportive legal framework ✱ High competition for resources ✱ Political instability ✱ Distorted attitude of government officials towards NGOs and CBO, <i>iddirs</i> relationship ✱ Dynamisms of social problems

Source: Compiled from the study (2014)

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion of the Study

This study intends to answer the question how the role of NGOs interventions in supporting CBOs, iddirs act towards sustaining community development and why it is difficult to sustain benefits that accrue from NGOs interventions through comparative study of three cases NGOs in Akaki Kaliti Sub city of Addis Ababa city administration. It also analyzes NGOs' thematic areas and determinant factors that affect sustainability of benefits in the community and possible alternative phase out strategies during pull out in the study area.

As evident from the field, to undertake sustainable community development by CBO, iddirs and accrue benefits of social interventions of NGOs to target groups, adjustment and improvement in approach of operation is quite indispensable. The study revealed that NGOs followed different approaches in supporting CBO, iddirs that affect the extent of local development facilitation with the existence of accountability and integrity. Some NGOs were involved in community development activities with individual iddir while others used structure of iddirs council and union for implementing project activities and equipping them with essential capacities for making them strong enough in taking over their responsibilities during their non-existence. However, each approach has its own merits and flaws with respect to achieving the goal of enabling CBO, iddirs for implementing development activities. The role of ACORD in organizing iddirs' members with SACCOs has taken as promising practices for ensuring the benefit of targets in sustainable manner since it creates an opportunity for members to generate income and assets with the IGA schemes. Alongside, NGOs have carried out activities with different thematic areas in which education and economic empowerment specifically for women have got due emphasis for bringing life impact changes. But those thematic areas who are emerges from time to time could not addressed sustainably which directly influence the tendency of sustaining social interventions by NGOs. In relating to this, children and women were taking lion share in beneficiary category for increasing their involvement and benefit from project outcomes and results.

In the study, the CBO named iddirs' roles and functions in the community were analyzed from the point view of customary and local development activities through indicating the recent moment dynamisms in understanding traditional institutions in development thinking. In the last two decades, due to a shift in development thinking in general and increment in organizational and resource capacity of CBOs in particular, efforts have been observed that recognized and acknowledged the role of CBOs such as Iddirs in the development process. Hence, Iddirs have played a significant role to play in promoting local development and in improving the living conditions of the people in which development is destined for in collaborating with the local NGOs. They built up KGs, deliver commodities for the surrounding communities, and render ambulance and transportation service for KGs which promotes community development activities in study area. Accompanied to this, NGOs have improved the knowledge and skills of leaders and members for bringing consciousness towards the concept and practical ethos of development. The skill acquisition process has play crucial role in making grass root development actors to be cognizant of sustaining benefits of social interventions for the needy community. But the continuous mentoring and coaching activities was questioned from the NGOs side that determines their fully engagement and concern for sustainability of community development activities. On top of this, the organizational set up of iddirs have determined their roles and functions with NGOs and in community development interventions which consists of formalization, leadership, decision making process and their partnership.

Findings also show that NGOs have different phase out or sustainability strategies for the sake of ensuring sustainability of benefits for the target community but practical application of the strategies was observed at minimal rate due to several reasons. As a result it has degenerated into a kind of propaganda; sustainability in community work is usually asserted but not demonstrated. However, the strategy followed for carrying of activities of SACCOs and group cooperatives was showed progress in benefiting members and become scale up by improving financial capacity as well as organizational performance. As a major gap during pulling out, NGOs did not establish the necessary coordination and link of projects formed community structures like SHGs, SACCOs and group cooperatives and even existing ones like iddirs for accountability purpose with the respective government institutions. In relating to this, they could not get the necessary continuous support for the progress of activities as well as poor accountability mechanism to question funded community structures who have been assisted to promote sustaining of

community development. In addition, the study indicated the major challenges of NGOs and CBO, iddirs for sustainability of benefit from their social interventions process. It includes; lack of integration and collaboration, not viewing development as holistic, lack of trust and commitment, incompetency in leadership and management, duplication of effort, limited capacity and experience in community development and poor phase out/sustainability strategies.

In this study, sustainability of benefits was analyzed from the point view of NGOs thematic areas of intervention, approaches of capacity building and phase out strategies for identifying better options of implementing community development. It also discussed and analyzed indicators that determine the sustainability of benefits in the community. In this respect, the findings have identified four major determinant factors; community participation and sense of ownership, achievement of multiple benefits and innovative actions, linking and embedding with surrounding system and processes as well as gradual withdraw from direct support. These factors and issues were analyzed from the perspective of their implication and impacts on the sustainability of benefits and community development. SWOT analysis of NGOs and CBO, iddirs also mentioned in the study for identifying their capacities and limitation with prospective challenges in the process of development activities.

5.2 Recommendations

Communities are part of the general development caucus. Hence, the outcomes of development need to be sustainably ensured in the community. Given the ceaseless NGOs' endeavor for sustaining community development and sustainability of benefits through capacity building and organizational development of CBO, iddirs in the study area, these findings suggest several points for further consideration.

- ☞ The study showed that coordination among development actors is necessary in working towards benefit sustainability. The government should have to ensure a favorable environment for NGOs operation by placing effective and empowering policies.
- ☞ Major lessons drawn from this study were that in pursuing benefit sustainability or sustainable community development, thematic areas like education, health and economic strengthening need to be prioritized during implementation. Moreover, capacity based development intervention has imperative in creating sense of ownership among the

community and CBO, iddirs. And also phase out strategies have got the necessary emphasis for linking activities with grass root structures.

- ☞ Acknowledging the importance of interdependence between government, NGOs, and CBO, iddirs can serve as the foundation for sound OD initiatives that will increase their responsiveness and resourcefulness by setting accountability mechanism among them
- ☞ Local contribution is considered to be an alternative source of funding and effective in encouraging ownership in a community where individuals can barely meet their basic needs, local financial contributions are a limited alternative so need to take other versions
- ☞ Pursuing benefit sustainability should aim beyond financial aspects to information accessibility, increasing community pro-activeness, awareness and connectivity.
- ☞ Harmonization of approaches between local NGOs, the government and other development actors is likely to guide towards benefit sustainability.
- ☞ Organizational maturity and formalization process help CBO, iddirs to execute roles that transcend their primary purpose of establishment.

Unfortunately this research did not manage to answer some of the most pressing questions related to the topic. For example it specifically looked at NGOs address sustainability of benefits through supporting CBO, iddirs but it least considered how individuals work towards sustaining these benefits. Further research can be done in these areas to have a proper understanding of sustainability in community development. However, this study has attempted to provide a clue on how local NGOs and community based organizations like iddirs work towards sustaining of community development as well as sustain benefits for the community and the problems involved in the entire process.

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APPENDICES

APPENDIX 1: LOGICAL FRAMEWORKS/TEMPLATES OF THE RESEARCH

Objectives	Indicators	Parameters	Methodology
Assessing the overall roles and contributions of NGOs	Beneficiary types and number, target districts and thematic areas, donor relations	Number of Children, OVC, Women, CBOs, youth, Elder people and No of donors	Key Informant Interview/Semi-structured Questionnaire
Analyzing the current practices of NGOs in supporting of CBOs	Leadership & decision making, Formalization, Organizational set up, Partnership, empowerment, self-reliance	Level of participation, Lobbying, Networking, Advocacy, Resource mobilization, sense of ownership	Key Informant Interview/Semi-structured interview
Identifying the major potentials and constraints of CBOs	Capacities, Resources, Experience of Community Development, Local inertia, policy	Influencing power, membership, Skilled manpower, relationship,	Structured interview guide/document review
Finding out alternative strategies of sustainability	Sustained community development/sustainability of benefit by NGOs interventions	Application of Organizational development approach, asset based community development, self-reliance	Secondary data sources/document review

APPENDIX 2: CBO, IDDIRS' ORGANIZATIONAL PROFILE

S/ N	Name of Iddir /Council	Membership			Year of establi.	Capital (ETB)	Major resources
		M	F	Total			
1	<i>Ketena 1 Meredaja Iddir</i>	104	98	202	1986	183,000	Meeting hall, tenets, chair and other materials
2	<i>Ketena 3 Meredaja Iddir</i>	121	89	200	1976	217,450	KG school, hall, tenets and chair and other materials
3	<i>Legeher Merdaja Iddir</i>	156	112	268	1969	280,460	Land, KG school, rented house & other material
4	<i>Gelan Iddir</i>	103	71	174	1993	43, 250	Land, meeting hall
5	<i>Woreda 3 Iddirs' Council</i>	1728	894	2622	2007	190,643	IGA center(Photo copying & secretarial service) and office equipment
6	<i>Woreda 6 Iddirs' Council</i>	2824	1012	3836	2009	150,435	Office
7	<i>Woreda 7 Iddirs' Council</i>	936	402	1338	2007	51,250	IGA center(Grocery) and office equipment
8	<i>Woreda 9 Iddirs' Council</i>	465	273	738	2010	165,420	Office
9	<i>Selasie Development Iddir</i>	56	42	98	2007	225,450	Grinding mill, meeting hall, cafeteria and other materials
10	<i>Edget Besera Lemat Akef Iddirs Union</i>	218	119	337	1998	791,032	Office, Office equipment and other materials
11	<i>Woreda 2 Lemat Akef iddirs Union</i>	188	103	291	1998	592,916	Office equipment and other materials

**APPENDIX 3: LIST OF NGOS OPERATED IN THE STUDY AREA;
AKAKI KALITY SUB CITY**

S/ N	Name of NGOs	Project type	Project budget	Areas of Operation
1	Agar Ethiopia	Care & support	2,644,870	All Woredas
2	Ethiopian Catholic Church Social Dev't program	Prevention & rehabilitation	5,018,478	All Woredas
3	Children and Women Self-reliance Organization	Integrated community development approach	1,378,800	Woreda 7, 8,9 &10
4	Hope Ethiopia	Care & support	7,442,026	All Woredas
5	Hiwot Ethiopia	Care & support		
6	International Ethiopian Evangelical Church Development Program	Youth development	8,055,642	All Woredas
7	Marefia Children center	Social accountability	808,302.23	Woreda 6
8	Nehemia Autism Center	HIV/AIDS prevention	1,458,635	All Woredas
9	Plan International	Integrated community development approach	10,380,114	All Woredas
10	Research center for Development			
11	Harvest Church of God Relief and Development Association			
12	Addis Guzo Association in Ethiopia	Disable rehabilitation	1,484,300	All Woredas
13	Emmanuel Development Association	Integrated community development approach	1,986,735	All Woredas
14	Environmental Development in Action	Environmental Protection	1,072,439	All Woredas
15	Forum on Sustainable Children Empowerment	Protection and Rehabilitation	5,752,479	Woreda 3,6,7,9 &10
16	Ethiopian Genet Church	Child Sponsorship	2,801,025	Woreda 5&7

	Development and welfare Organization			
17	Mekdim Ethiopia	HIV/AIDS prevention	1,349,188	All Woredas
18	Mennonite Economic Development Association	Entrepreneurship & economic strengthening	4,348,871	All Woredas
19	St. Francis Child Support center	OVC	2,176,141	All Woredas
20	New life community Development Association	Girls Education	1,036,720	Woreda 8
21	The Yagebagnal Movement for Change (NIA Foundation)	Girls Health	700,000	Woreda 6
22	Light for Generation Association	Child support	3,131,153	Woreda 8
23	Miskaye Children Welfare Association	OVC	4,287,800	Woreda 1
24	Ethiopia Muluwongel Amagnoch Development Program	Child Sponsorship	3,165,643	Woreda 3, 6,& 7
25	Women in Self Employment Association	Women empowerment	6,120,281	Woreda 5, 6 ,7 & 8
26	Integrated Family Service Organization	Child Development	1,024,873	Woreda 6
27	Rehabilitation Service for the Deaf Association	Rehabilitation program	897,659	Woreda 3 & 6
28	Save the Children International	School Girls Health Program	3,674,948	All Woredas
29	CIAI	OVC	6,357,479	Woreda 3,4 ,6,8,&9
30	Nikat Charitable Association	Women Empowerment	8,788,986	All Woredas
31	ACORD Ethiopia	Capacity building	3,567,560	Woreda 2
32	World Together Ethiopia	Child Sponsorship		
33	Italian Adoption Intarnacional	OVC	9,087,577	All Woredas
34	American World Adoption Association	OVC		

APPENDIX 4: LIST OF INTERVIEWEES'/RESPONDENTS

S/N	Name of respondents	Organization	Position
1	Eshetu Dande	Ketena 3 Meredaja Iddir	Chairman
2	Berhanu Chenko	>> >>	Secretary
3	Nega Beliu	Ketena 3 Iddir	Member
4	Gelmesa Eticha	Ketena 1Merdeja Iddir	Chairman
5	Taye Demisse	Ketena 1Merdeja Iddir	Vice Chairman
6	Girma Bezawagew	Legaher Merdeja Iddir	Chairman
7	Assefa Tulu	>> >>	Secretary
8	Alemu Negusie	Gelan Merdeja Iddir	Chairman
9	Assefa Nedi	Woreda 7 Iddir Council	IGA manager
10	Seifu Hailu	>> >> >>	Chairman
11	Belaynesh Negewe	>> >> >>	Member
12	Gezahegn Zeleke	Woreda 3 Iddir Council	Chairman
13	Kebede Girma	>> >> >>	Secretary
14	Dagne Tenaw	Woreda 9 Iddir Council	Chairman
15	Hiwot Bezabeh	Woreda 6 Iddir Council	Chairman
16	Ketema Belhu	>> >> >>	Vice Chairman
17	Senait Cheru	>> >> >>	Member
18	Fekadu Gizaw	<i>Edget Besera Lemat Akef Iddirs Union</i>	Ex-chairman
19	Ejegayehu Gizaw	>> >> >>	Secretary
20	Berhane Degefa	>> >> >>	KG manager
21	Desta Tena	<i>Woreda 2 Lemat Akef iddirs Union</i>	Vice chairman
22	Teka Buleto	<i>Woreda 2 Lemat Akef iddirs Union</i>	Chairman
23	Lemlem Addis	Selasie Development Iddir	Member
24	Delelgn Haile	Selasie Development Iddir	Chairman
25	Getachew Mekonen	Selasie Development Iddir	IGA manager
26	Abdi Kemale	ACORD	Project officer
27	Kasech G/leuel	>>	Program Manager
28	Yonas Ashagari	EDA	Area manager
29	Meseret Bayew	FSCE	Area manager
30	Zerihun Hagoes	FSCE	Project officer
31	Tilahun Berhanu	EDA	Project officer
32	Mesfin Belay	A/K sub city NGO desk	Coordinator
33	Desta Lemma	A/K sub city Social and civil affairs	Coordinator

APPENDIX 5: KEY INFORMANTS INTERVIEW GUIDE FOR NGOS RESPONDENTS

Introduction: Hello, first of all I thank you a lot for sharing with me your precious time. My name is ----- . I am a researcher for a study currently being under taken on the role of NGOs' interventions in supporting CBOs for sustaining community development in Akaki Kaliti sub city in collaboration with Addis Ababa University. The purpose of this study is to explore the potential of *Iddirs* as partner in development through assessing the NGOs interventions for sustainability of benefits. So I am here with you today to ask you few questions, which are valuable for the study. Therefore I am respectfully requesting your voluntary response in advance. Questions presented below will be used to guide the in-depth interview sessions, however, several questions will be added during the interview or discussion while others will be edited or reformulated to fit into the discussion and allow diversity of ideas.

1. Personal Information

Name of Respondent: _____

Age: _____ Sex: _____

Position in the Organization: _____

Year of service in the organization: _____

Major roles and duties in the organization: _____

2. NGO's General Characteristics

Year of establishment: _____

Type of NGO: _____

Operational Areas: _____

Source of Fund: _____

Operational period of your organization in the target area: _____

Number of donors: _____

Annual Budget for specific year if available: _____

3. NGO's Thematic Areas and Interventions

1. In which areas of development your organization is working in the target area?

2. Do you have prioritized sector among the above listed thematic areas? If yes, why?
3. In which thematic areas your organization has been working for longer period of time? Why?
4. Thematic Areas Analysis:

S/ N	Thematic areas	Budget allocation	Target group	Hardware/ Software	Operational period
1	Education				
2	Women empowerment/ Microcredit				
3	WASH				
4	Child Protection				
5	Community Health				
6	Economic strengthening				
7	Capacity building				
8	Highly vulnerable children				
9	Urban agriculture				

5. Is there any influence from donors side to give due emphasis on specific thematic areas? If yes, Why?
6. Is your organization implement development activities based on community needs or resource flows?
7. Are you working in all Woredas/districts of the target area? Yes No if No in which districts your organization limited and why?
8. Who are your organization target beneficiaries? Why?
9. Target Beneficiaries Analysis:

S/N	Type of beneficiaries	Number of beneficiaries	Number of project	Budget allocated
1	Children/HVC			
2	Women			

3	Youth			
4	PLWHA			
5	Elder person			

10. Who are your organization partners in development?

11. Which partner is more closely working together with your organization? Why?

4. NGOs role in supporting CBO, Iddirs

1. To what extent your organization has been working in collaboration with CBOs, Iddir?

2. If you are working together with CBOs, Iddir, why you preferred them instead of others?

3. When did your organization start partnership with Iddirs in community development?

4. What kind of partnership does your organization has with CBOs, Iddirs?

- Formal Agreement with memorandum - other
- Informal Agreement

5. Do they have potentials and capacities to be active partner in community development process?

6. In which thematic areas your organization is working together with CBOs, Iddir?

7. What are your current approaches in supporting CBOs, Iddir for sustaining benefits of your interventions?

8. Do you think that skills training capacity building approach brings the intended goal in CBO, Iddir? If yes, how? _____

9. Capacity Building Assessment

S/N	Name of CBOs, Iddirs Supported	Type of support	Amount of money	Specific purposes
1				
2				

10. How do you assess your contributions for CBO, Iddir and community?

11. What are the accountability mechanisms in place to ensure transparency and effective service delivery to the best needs of members?

12. What are the major challenges with respect to making CBOs, Iddir partners in development process?
13. What are the major causes for lack of sustaining social interventions' benefits in the community?
14. What do you propose for solving encountered problems and challenges in supporting of CBO, Iddirs in community development activities?
15. Do you think that government has favorable conditions for backing up of NGOs partnership with CBOs, Iddir?
16. What do you think of the existing policies and programs of the local and federal government in line with your intervention with Iddirs?
17. How do you involve CBO, Iddirs in problem identification and project implementation process?
18. How do you monitor and evaluate the effectiveness and efficiency of your supports for CBO, Iddir at different levels?
19. What do you say about the role of government in backing up your efforts for making CBO, Iddir to be real actors of local development?
20. Is there a real partnership exists between your organization and the CBO, Iddirs or a patronage relationship?
21. How do you ensure the sustainability and continuity of your interventions or activities in the community?
22. In your view, what are the indicators that helps to check whether sustainability assured or not in the community?
 - Infrastructure dev't ----- - Formalization - IGA-----
 - Skill dev't----- - Microcredit - Others -----
23. In which thematic areas of implementation can sustainability of benefits ensured?
24. Do you believe that community felt needs and problems are solved with your organization interventions?
25. Do you think that, Iddirs are the right institution or organization to engage in community development? Why? Why not?
26. What are the major lessons your organization learn so far in its engagement with Iddirs in development intervention?

APPENDIX 6: SEMI-STRUCTURED INTERVIEW GUIDE FOR CBO, IDDIR RESPONDENTS (LEADERS AND MEMBERS)

1. Personal Information

Name of respondent: _____

Age: _____ Sex: _____

Educational Status: _____

Occupation: _____

Position in Iddir: _____

How long you been in this position: _____

2. CBO, Iddir General Information (only for leaders)

Name of Iddir: _____

Year of establishment: _____

The initial purpose of establishment: _____

Current roles of your Iddir: _____

Current size of membership: _____ Male: _____ Female: _____

Major resources of your Iddir: _____

Capital of the Iddir _____

Internal Structures of your Iddir: _____

3. CBO, Iddir Roles in Community Development

1. Does your iddir have experience in practicing community development activities by yourself or with support of outside bodies?
2. How do you describe functions of your Iddir for members in particular and the whole community in general?

Social functions ----- Economic Functions----- Psychosocial Functions -----

Political Functions -----

3. How do you explain your partnership with development actors like government, private sector, NGOs, etc.?
4. Who are the main actors for community development in your area?
 - Local government -----
 - Private Institutions -----
 - Non-governmental Organizations -----
 - Community/Faith Based Organizations
5. How do you explain the roles of NGOs in solving and addressing community needs in your area?
6. How do you assess the role of NGOs and your contributions for the community?
7. How do you see the support of NGOs for improving your organizational capacities?
8. In which areas of development are NGOs engaged to mitigate the poverty conditions of the target area?
 - Services provision -----
 - Income Generating -----
 - Infrastructure Development -----
 - Awareness raising and Advocacy-----
 - Support HVC & PLWHA -----
 - Child Protection-----
 - Microcredit -----
 - Support CBOs -----
9. Do you know the reasons why NGOs are focused on these thematic areas?
10. Is NGOs focus areas based on community needs? If not, do you have your own suggestions?
11. What kinds of community development activities your Iddir has implemented with support of NGOs?
 - Provision of education -----
 - Giving loan-----
 - Service provision like cafeteria ----
 - Providing Commodities with lower price
 - Support and Care for HVC & PLWHA
 - others -----
12. How do you explain the benefits your Iddir obtained by working together with the current partner NGO?
 - Trainings -----
 - Skills and knowledge transfer -----
 - Materials provision-----
 - Financial Assistance -----
 - others -----

- Technical support -----

13. Does your current partner NGO involve you in the process of project identification and implementation? ____
14. How do you evaluate the extent of participation by current partner NGO in your own development process?
15. How do you realize the participation of women and children in their own affairs and in process of your Iddir operations?
16. Do you have any empowerment strategies of for enabling women to be active actors in the operations of your Iddir?
17. How do you exercise decision making procedure and leadership role in your Iddir for implementing community development activities?
18. How do you see the capacity building actions of NGOs for supporting your Iddir for improving your capacities?
19. List down the capacities that your CBO, Iddir have:
 - Land-----
 - Members-----
 - Influencing power-----
20. Do you think that the structure of Iddir is able to continue with the existing social transformation process?
21. Do the next generation prefers to perpetuate or quit up the structure of Iddir by replacing with other institutions?
22. To what extent NGOs support your Iddir in capacity building activities like financial, materials, and skill transfers?
23. Types of IGA run by the CBO, Iddir

S/N	Name of CBOs, Iddir	Types of IGA	Start-up capital	Current capital	Time elapsed
1					

24. How many community members' benefits from micro credit programs?
25. Microcredit facilities Analysis:

S/N	Name of CBOs, Iddir	No of members in SACCO	Amount of Loan distributed	Initial capital from NGOs	Duration of SACCO in service
1					
2					

26. For what purpose members of SACCO have taken loan?

- Starting IGA----- - Purchase of household assest-----
- Food consumption----- - Undertaking Social Phenomena-----
- Medication----- - others -----

27. To what extent government supports your efforts in community development and collaboration with NGOs?

28. Do you believe that NGOs implemented community development activities have nature of sustainability? If not, why?

29. In your view, what are the indicators that helps to check whether sustainability assured or not in the community?

- Infrastructure dev't - Formalization - IGA
- Skill dev't - Microcredit

30. In which thematic areas implementation can sustainability of benefits ensured?

31. What are the challenges from NGOs side for not sustaining of their support after they phased out of their projects/programs?

32. What do you think are the major challenges for your Iddir not to sustain project activities?

33. From which sides problems and challenges have more emphasis in terms of sustaining community development activities?

34. What do you think is the solutions to overcome for problems and challenges of community development?

35. Do you have alternative strategies or mechanisms which need to be followed by NGOs for sustaining benefits for community?

36. What are the potentials of your Iddir for solving and tapping community problems and resources respectively?

APPENDIX 7: UNSTRUCTURED INTERVIEW GUIDE /CHECKLIST FOR GOVERNMENT BODIES

A. Social and Civil Affairs Office

Name of the respondent: _____

Age: _____ Sex: _____

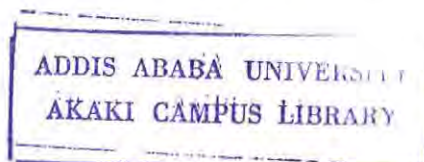
Position: _____

How long you been in this position: _____

Major duties and responsibilities: _____

Number of CBO, Iddirs in the sub city and their areas of community development activities:

1. What are your level of understanding and knowledge with regards to CBO, iddir in general and its assumption of institution of community?
2. In what areas of development do CBO, Iddirs need to be involved to be successful and able to address the needs of their members and community?
3. What are the major activities or supports your office providing for Iddirs?
4. How do you see the contribution of CBOs, Iddir in lobbying and advocacy of community needs?
5. Do you think that NGOs' supporting mechanism appropriate for Iddir to sustain community development?
6. How do you see the influencing capacity of Iddir in promoting social accountability among development actors?
7. What are the possible challenges for Iddirs not to sustain community development or benefits of project implementation after NGOs exit?
8. Do NGOs participate and create sense of ownership among Iddirs during the project implementation process?
9. What do you think that NGOs follow as alternative strategies for sustaining community development?
10. Do you think that Iddir is the right institution working together with NGOs for sustaining community development? ____
11. How do you follow up the roles of CBO, Iddirs in carrying development activities in their locality?



12. What are the potential resources of Iddir for improving and facilitating local development in the community?
13. What do you think about the advantage of working with Iddirs as a partner in development?
14. Is there any policy guideline or legal frameworks which encourage CBO, Iddirs partnership with NGOs for local development? If yes, how do you explain the practicability of the legal framework at lower level by local administrators and experts?
15. What is your organization future plan with regards to CBO, Iddirs role in development?
16. What are the efforts of government to support CBO, Iddirs to be partner of local development?

B. NGO Desk Respondents

Name of the respondent: _____

Age: _____ Sex: _____

Position: _____

How long you been in this position: _____

Major duties and responsibilities: _____

Number of NGOs in the sub city and their thematic areas: _____

1. What are the prioritized thematic areas of NGOs? Why?
2. What are your level of understanding and knowledge with regards to NGOs role in supporting CBO, iddirs for alleviating community problems?
3. What are the major activities or supports your office providing for NGOs?
4. How do you see the contribution of NGOs in supporting CBOs, Iddirs for promoting community development activities based on their needs?
5. Do you think that NGOs' supporting mechanism appropriate for Iddir to sustain community development?
6. How do you see the influencing capacity of Iddir in promoting social accountability among development actors?
7. What are the possible challenges of NGOs for lacking sustainability of benefits among community after phase out of projects?

8. What do you think that NGOs follow as alternative strategies for sustaining community development through community structures like Iddirs or other means?
9. How do you monitor and evaluate the project implementation process of NGOs specifically projects related to supporting of CBO, Iddirs?
10. Do you think that Iddir is the right institution working together with NGOs for sustaining community development? ____
11. What are the potential resources of Iddir for improving and facilitating local development in the community?
12. What do you think is the advantage of working with Iddirs as a partner in development?
13. Is there any policy guideline or legal frameworks which encourage CBOs, Iddir partnership with NGOs for local development? If yes, how do you explain the practicability of the legal framework at lower level by local administrators and experts?
14. What is your organization future plan with regards to CBO, Iddirs role in development?

APPENDIX 8: FOCUS GROUP DISCUSSION GUIDING CHECKLISTS

1. How do you understand the role of CBOs, Iddirs in executing community development activities?
2. What are the tangible outputs obtained by the role of CBOs, Iddirs brought in the community?
3. Do you have partnership with development actors?
4. What are the roles of NGOs, private sector & government in carrying out development activities in your locality?
5. Do NGOs supports have sustainability of benefits for the community after phase out of projects?
6. What do you suggest as mechanism for sustaining of community development activities during non-existence of NGOs?
7. In your view, what are the indicators that helps to check whether sustainability assured or not in the community?
8. In which thematic areas implementation can sustainability of benefits ensured?
9. What are the challenges from NGOs side for not sustaining of their support after they phased out of their projects/programs?
10. What do you think are the major challenges for your Iddir not to sustain project activities?
11. From which sides problems and challenges have more emphasis in terms of sustaining community development activities?

Checklists for reviewing of secondary sources in NGOs and others

- Monthly, quarterly and annual plan and report
- Operational agreement of NGOs with government
- Success and cases stories developed
- Training, workshop and meeting reports and proceedings
- Memorandum of understanding for provision of materials and financial facilities
- Database of beneficiaries
- Pictorial presentation of service provision

DECLARATION

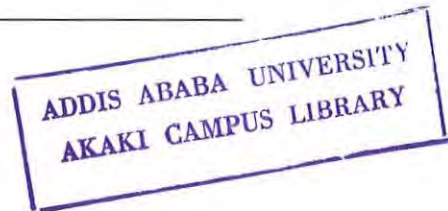
I, the undersigned, declare that this Thesis is my own original work and has not been presented for a degree in any other university, and that all sources of material used for the thesis have been duly acknowledged.

Declared by:

Name: _____

Signature: _____

Date: _____



Confirmation

This thesis can be submitted for examination with my approval as a university advisor.

Isaac Paul (PhD)

June, 2014