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Addis Ababa University



ADDIS ABABA UNIVERSITY
FACULTY OF BUSINESS AND ECONOMICS
DEPARTMENT OF PUBLIC ADMINISTRATION AND DEVELOPMENT
MANAGEMENT

ASSESSMENT OF COMMUNITY CAPACITY BUILDING FOR FULL RANGE
COMMUNITY PARTICIPATION IN ADDIS ABABA CITY GOVERNMENT : THE
CASE OF ARADA SUB - CITY

A THEESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIRMENT FOR
THE DEGREE OF MASTER OF ARTS IN PUBLIC MANAGEMENT AND
DEVELOPMENT SPECIALIZATION IN DEVELOPMENT MANAGMENT

BY
G/KIDAN G/TSADIK

ADVISOR
FANTA MANDEFRO (PhD)

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ABBREVIATIONS AND ACRONYMS

ADB - Africa Development Bank

ADB - Asian Development Bank

ANPPCAN - The African Network for the Prevention and Protection against Child Abuse and Neglect

CBOs - Community-Based Organizations

CCB - Community Capacity Building

CC - Community Committee

CRDA - Christian Relief and Development Association

CSOs - Civil Society Organizations

CSP - Charities and Societies Proclamation

DFID - Department for International Development

FDRE - Federal Democratic Republic Of Ethiopia

FBOs - Faith Based Organizations

Four Ps+C - Priority Setting, Planning, Producing, Paying (financing) and Consumption

HIV/AIDS - Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome

INGO - International Non-Governmental Organizations

IO - Intergovernmental Organization

MDGs - Millennium Development Goals

MCB - Minister Capacity Building

NCBP- National Capacity Building Reform Programs

NGOs - Non-Governmental Organizations

NSAs - Non-state actors

OECD - Organization for Economic Cooperation and Development

OSJE- Organization for Social Justice in Ethiopia

OSSA - Organization of Social Service On AIDS

PHP - Physical Humiliating Punishments

ABSTRACT

The purpose of this study was to assess community capacity building for full range participation in Arada Sub - City. Respondents were dwellers of the Sub -City, program coordinators of CSOs, executives of CSOs and administrators, supervisors and experts of concerned offices in Arada Sub - City administration. Questionnaires, interviews and document review techniques were employed. The statistical tools used to analyze data were percentage and tables. Descriptive method was used to attain the objective of the study. Both Qualitative and quantitative analysis was applied to elaborate the data collected through different methods . Hence, both quantitative and qualitative approaches were employed in the research to come up with the thesis report.

The findings of the study revealed that the main roles and contributions of all actors: Arada Sub - City capacity building office , Children, Youth and Women office and Social and civil affairs office , informal CSOs such as Idir , Mahber and Equb and formal CSOs in community capacity building include : Changing community attitudes , giving technical support and advice , enhancing public awareness and community participation in different activities, entrepreneurial training , covering training costs, providing sponsorship for experience sharing, conducting awareness raising programs in social evil activities (such as rape, HIV/AIDS, child abuse), women`s right and others. The main challenges of CSOs in community capacity building include; mistrust with government, they are donor dependent, not yet fully accessed the grass - root problems which are hindering community participation in priority setting. The progress of community in participation on their own agendas is still poor . As well as the findings of the study implies that all activities of CCB which were carried out by different stack holders in Arada sub - city is not enough to create capable community because still now there are left out part of community in different public issues .

Finally, the study concluded that even though Arada Sub - City capacity building office , Children, Youth and Women office and Social and civil affairs office are currently operating to build community capacity with other local and international CSOs and government agencies but, the participation of community in priority setting is very low; when we compare with the indicators of full range community participation (Four Ps +C or Priority setting, Planning, Producing, Paying (financing) and Consumption).

CHAPTER ONE : INTRODUCTION

1.1 Background of the study

Main concepts of the study : Community capacity building and full range participation. Community capacity building has developed as a concept because of the need for strategies to address major social and economic decline in towns, cities and regions experiencing significant economic change and the consequences of deep-seated and long term worklessness and benefits dependency. In the Community capacity building process the participation of all community capacity building actors is essential . Community capacity building (CCB) , also referred to as capacity development, is a conceptual approach to development that focuses on understanding the obstacles that inhibit people, governments, international organizations and non-governmental organizations from realizing their development goals while enhancing the abilities that will allow them to achieve measurable and sustainable results (http://en.wikipedia.org/wiki/Capacity_building).

CCB has been the centerpiece of international development assistance since the end of II World War and the start of the decolonization period. However, the general acceptance of the concept has been very much influenced by the role of the Marshall Plan in the reconstruction of Europe and, ultimately, by its successful implementation. The general view that has dominated development thinking for decades since the inception of international development cooperation has been that the main drivers of socio- economic development, regarded as the ultimate development goal of decolonized countries, were capital and ‘know how’.

Capacity development is the process whereby individuals, groups, and organisations enhance their abilities to mobilize and use resources in order to achieve their objectives on a sustainable basis. Efforts to strengthen abilities of individuals, groups, and organisations can comprise a combination of (i) human skills development; (ii) changes in organisations and networks; and (iii) changes in governance/institutional context (ADB 2004). Community capacity building focuses on enabling all members of the local community, including the poorest and the most disadvantaged, to develop skills and competencies so as to take greater control of their own lives and also contributes to inclusive local development. Not only can communities be more cohesive but they can also be more resilient and better placed to confront economic and social challenges. Meaningful and effective community capacity building can be stimulated and fostered by national and local governments , different CSOs

and by the capacity which communities have already developed, so that power becomes increasingly embedded within them (UNDP 2003) .

The term community capacity building emerged in the lexicon of international development during the 1990s. Today, "community capacity building" is included in the programs of most international organizations that work in development, the World Bank, the United Nations and non-governmental organizations (NGOs) like Oxfam International (https://en.wikipedia.org/wiki/Capacity_building) .

According to Mowbray, (2005) when the community owned the three essential ingredients of community capacity: commitment, resources, and skills they become active participants . Full range participation is expressed by the active participation of the people on their concerns . That Means ,when participation of the community has to be complete it must be done at five levels: At priority setting, planning, Producing, Paying (financing) and Consumption . In this sense governance ceases to be a matter of government only. It is a situation of multiple inter-linkages and relationships in which different and various actors in the public and private sectors as well as civil society at local, national and international levels play different roles. While it may be true that local governments act more in accordance with the needs and priorities of local communities than would higher authorities (Jeni Klugman,1994) .

Local governance is being promoted in Ethiopia because it is believed that it provides a structural arrangement through which local people and communities can participate in the fight against poverty at close range. However, it is acknowledged that various capacities of a multiplicity of stakeholders and actors need to be strengthened to meet the requirements of effective , responsive and participative local community . To build community capacity different actors should be played their roles .

One lesson emerging from both the developing and industrialized world is that one way forward is via greater state-CSO partnership in the delivery of basic services. Because, when the government and CSOs are able to work well together they mutually reinforce each other`s work, and can accomplish more together than they would on their own (Civicus, 2006:5).

CSOs have a crucial role to play in translating the interests of the people into `communicative power. However, the roles and contributions of CSOs could only be satisfactory when there is a strong relationship with the government and CSOs (Walter, 2007:1). In this case CSOs participation is

potentially meaningful if it is rights-based, integrated in structures within the political environment of a given country, and if it has empowered and legitimate stakeholders.

We have belabored the point on local governance as an all actors embracing situation because experience has shown that in most cases local community capacity building programmes, projects, and activities concentrate on local governments. therefore, participation is crucial. Participation is not a matter of only structural arrangements. It is also a matter of will and capacity. Most advocates of local governance as a vehicle for promoting socio politico-economic development always bank very strongly on the argument that decentralisation encourages participation of the local people in determining their development and well being. However, in the context of poor countries like us , the extent and nature of the participation itself needs to be understood more deeply vis - a vis with the indicators of full range participation as a standards. Government needs to develop a multiple response to the changing situation of communities. A response that not only improves the delivery of services and adjusts policy but also includes a greater government role in helping communities build their capacity to manage change. In this paper, what does look like community participation , what does look community capacity building activities in Arada Sub - City , challenges faced by the community during community capacity building and community participation , progress of the community in participation on their agendas , contributions of CSOs , roles of government related to community capacity building for full range community participation by comparing with the indicators of full range community participation in Arada Sub-City was assessed.

Arada Sub-City is found in the central part of Addis Ababa City administration. The Sub-City has 9,502,409 m2 physical land coverage. According to the Census in 2007, the Sub-City had a total population of 334,050. Out of the total population 47% (156,000) and 53% (178,050) were males and females respectively. Arada Sub-City is the main center for large number of social, economic and political institutions. Some of the basic institutions include National Palace, House of Peoples' Representatives Office, Prime Minister's Office, National Museum, Ministry of Education, Ministry of Finance and Economic Development, Yekatit 12 Hospital, Menelik II School, Science and Technology Faculties of Addis Ababa University, Sheraton Addis Hotel, Municipality of the Addis Ababa City Administration, Ambassador Park, Lion Zoo Park etc. Currently, the Sub-City has 10 Woreda's under its administration. In addition, the Sub-City has 15 different sectoral offices with one police department. The researcher took Capacity Building Office , Children, Youth and Women Office and Social and Civil Affairs Office from the different sectoral offices . Because these sectoral offices are direct responsive and currently engaging in CCB .

Specially , Children, Youth and Women Office is playing its key role in CCB. Children, Youth and Women Office has four core processes : (1) Arad Sub-City Administration Women`s , Youth empowerment and beneficiaries core process (2) Arada Sub-City Administration Women`s , Children`s and Youth Affairs office (Women`s , Youth mobilization and participation core process) (3) Arada Sub-City Administration Women`s , Children`s and Youth Affairs office(children rights , protection core and support core process) (4) Gender mainstreaming which are very critical in CCB .

These offices working with the self - help, member serving CSOs such as Iqub and Iddir (as Minister of capacity building , 2004 unregistered CSOs) , third Party serving CSOs such as NGOs, Advocacy groups and Networks (as Minister of capacity building , 2004 registered CSOs) , different association and forums . The study is very important , because now days, as global change demands greater community capacity and full participation in their own issues to manage changes and there are not research results which carried out in this kind of topic in the target area .

1.2 Statement of the Problem

According to the World Bank's (1991:6) study, development depends on the capacity of society to analyze, adapt, initiate, and manage change. One of the root causes of the economic crisis facing Africa including Ethiopia, has been the lack of capacity in governments , institutions and communities to respond quickly and decisively to a rapidly changing global economic environment. And according to the Dunlop Report (2002 , p12) there is little chance of improving people's standard of living and overall quality of life, in a sustainable way, without capable community and without their collaborative participation in priority setting and planning processes ; this requires community capacity building leading to empowerment . And also authors such as Damtew Teferra of Boston College's Center for African Higher Education (Damtew , 2010) argues that community capacity builders are needed now more than ever and increased resources should be provided for programs that focus on developing community capacity, local expertise and skills .

In recognition of the multifaceted problems facing the government of Ethiopia launched fourteen national capacity building reform programs (NCBP). These reform programs focus on strengthening the institutional, human capital and system of the public institutions. The national capacity building program is one of the strategies for the long term ,state transformation agenda.

In Ethiopia the civil service reform program , as one of the National capacity building program, was initiated in 1997 in response to weak capacity of administrative system that challenges encountered in the public service delivery system unequivocally important for the overall development of the country.

The civil service reform program which is under taking currently in the Ministry of civil service have many objectives one of them says responsive to citizens need and participative and where services are provided in a fair, open and efficient manner. However, Currently the reform program is facing obstacles such as attitude of the people, skill and knowledge gap , resource constraint (Office of the prime minister , 2010, task force assessment report) and passive participation of the people (Paulos Chane , 2012) . And also many people says the participation of the community is still not fully practiced in community capacity building activities and in priority setting activities in different public issues because lack of required capacity . Obviously , without required capacity , participation can be passive . So far there is no any research result regarding Community capacity building for full range participation . Therefore , this study can benefit policy makers and the community at large from addressing this issue.

As we can understand from the real situation now, global change is demanding greater community capacity and full participation in their own issues to manage those change. When capacity of the community increase their participation also increase .

Such impressive role of capacity building for development and blames on the reform program , initiated the researcher to undertake the study in the targeted area, Arada Sub - City.

Thus, the study tries to assess the community capacity building for full range community participation in Arada Sub -City .

The bottom-line of the study was (1) to assess the community`s capacity , progress of community participation vis-a-vis with the indicators of full range community participation and degree of community participation to address issues and to take advantage of opportunities (2) to understand community capacity building actors` roles and contributions such as civil society organizations and the main actor government (3) to identify challenges faced by community capacity builders /CSOs .

1.3 Objectives of the Study

The general objective of this study was to assess, understand and analyze community capacity building for full range community participation in Arada Sub-City. The study also had the following specific objectives:

- 1) To assess the degree of community participation in priority setting and the challenges hinder them for full range participation
- 2) To assess and understand the roles and contributions of CSOs in community capacity building for full range participation in Arada Sub-City .
- 3) To identify the existing challenges of community capacity building actors in improving community capacity for full range participation.
- 4) To assess the contribution of government offices in community capacity building in the target area.
- 5) To assess how inclusive and progress of community participation in policy making and priority setting activities .

1.4. Research Questions

During the study, the researcher was asked the following research questions.

1. What are the main challenges of the community to participate on their own agenda ?
2. How actors are committed and motive to build community capacity for full range participation ?
3. What are the main contributions of the government offices in community capacity building in the target area ?
4. What are the basic roles and contributions of formal or informal actors in community capacity building for full range participation ?
5. What are the lacking capacities in all community capacity builders to improve capacity and community participation ?
6. What does look like the cooperation between CSOs and government institutions in community capacity building in the target area ?

1.5. Methodology of the Study

1.5.1. Research Methods

The researcher used multiple sources in order to get different views, evidences and various social events in community capacity building regarding , degree of community participation in priority setting and roles and contributions of different stakeholders in community capacity building activities in Arada Sub - City. To describe the social views , evidences and events descriptive research was employed for the purpose of the study.

1.5.2. Data Sources and Tools of Data Collection

The researcher used both primary and secondary data from multiple sources in order to get different views and evidences on the community capacity building and roles and contributions of different stakeholders in the community capacity building activities. For primary data the study used unpublished annual reports of capacity building office of Arada Sub-City and CSOs, organizational manuals, and fact sheets. For secondary data the study used published materials such as books, government regulations, internet, journal articles, and research results undertaken by others to complement and analyze the data obtained from the primary sources. The researcher also used questionnaires (closed and open-ended) and key informant interview (structured and unstructured) tools to get primary insights and empirical evidences.

Accordingly, there were two key informant interview categories; CSOs operating in the Arada Sub-City in community capacity building issues and the capacity building office, Children, Youth and Women office and Social and civil affairs office of the Sub-City . Then, from these categories, program coordinators, executives of CSOs, administrators , experts and supervisors of the capacity building Office took purposely . These respondents was took because of two reasons. First, they are the key persons of the organizations. Second, they are responsible for implementation of capacity building activities in their respective organizations.

Accordingly, questionnaires were distributed to 80 dwellers randomly. On the other hand, the interviews was held with 5 (one administrators ,two experts, and two supervisors) of Arada Sub - City capacity building offices . Similarly, 5 key informant interview was held with different CSOs program coordinators and . Generally, a total of 80 questionnaires distributed to the dwellers of the Arada Sub-City and 10 key informant interview was held . Generally , the data source and tools of data collection is summarized in the table below.

Table 1. data source and tools of data collection

Population	Data collected from:		
Dwellers of Arada Sub - City	Type	Sample size	Selection criteria
	Questionnaire to sample size	80	<p>Stratified sampling : the questionnaire distributed to elements within strata. The researcher drawn random sample from each of the strata.</p> <p>Degree of variability : The researcher considered degree of variability in terms of CCB activities , participation of the community , knowledge and skill of the community , life standard of the community and the way they are administered is low among the dwellers of Arada sub city . That is why , the researcher distributed to 80 respondents only.</p>
	Documents	Type of the sources	
		Primary source	
Secondary source			
Interview	Category	position	Total number
	CSOs	Program coordinators	3
		Executives	2
	Capacity building office Children, Youth and Women office and Social and civil affairs office	administrator	1
		supervisor	2
		Experts	2

Source : the questionnaire and interview

1.5.3 Methods of Data Analysis

Data presentation and analysis is one of the core points in this research and has been handled as follows:

Data collected through the above-motined tools were organized and analyzed by using statistical tools such as percentages, tables multiple response analysis. Qualitative analysis was also applied to elaborate the data collected through interview and document reviews and quantitative to those numerical data. Hence, both quantitative and qualitative approaches were employed in the research to come up with the thesis report.

1.6 Scope and limitations of the Study

Due to time and resource constraints, the research was couldn't cover all Sub-Cities of Addis Ababa, rather the study focused on Arada Sub-City only. As a result the conclusions derived from this study might not necessarily be the real reflection of the situation in Addis Ababa as a whole. Moreover, the study has confined to CSOs office heads only not covered all members of the CSOs in Arada Sub-City. Because the researcher considered that all annual reports CSOs are available at each head offices of CSOs And also not covered each Woreda`s and Kebelle`s community capacity building activities in Arada Sub - City; because Currently, the Sub-City has 10 Woreda`s under its administration as well as many Kebeles under each Woreda which are used the same mechanisms to built community capacity and degree of variability between woredas and kebeles is low .

1.7 Significance of the Study

The study presented some extent the current practices of community capacity building for full range community participation .The findings of the research expected to contribute a lot for different stakeholders. The primary significance of this study is give an insight to the policy makers about CCB activities to shape polices accordingly and to depict the relationship community capacity building and community participation, policy analysts and the society at large with regard to the nature of CCB and roles and contributions of all actors . And help other researchers as a point of reference to conduct a research.

1.8. Organization of the Paper

The research paper divided in to four chapters. Chapter one gives the background information and statement of the problem. It sets out objectives, research questions, methodology of the study, scope of the study, significance of the study, limitations of the study and organization of the entire paper. Chapter two also discussed the key concepts that are used in the paper to place the problem in a

broader perspective literature. Chapter three presented data analysis and discussion. Finally, chapter four dealt with summary of the findings, conclusions and recommendations.

CHAPTER TWO : REVIEW OF RELATED LITREATURE

INTRODUCTION

According to the Department of Agriculture and Rural Development (1974) Community capacity building is about supporting people in communities to develop the skills and knowledge that they need to enable them to work together to bring about the positive change they want to see within their own communities. capacity development implies a focus on the existing capacities of governments and how these capacities can become strengthened on all levels : the individual, the organizational and the institutional, as well as the broader system context. Governments, donor agencies and civil society organizations involved in development are increasingly putting an emphasis on capacities as key to community participation and sustainable development.

In addition to the main actor government, a variety of actors contribute to community capacity. As development actors, CSOs have become the main service providers in countries where the main actor , government is unable to fulfill its role. many CSOs have moved beyond gap-filling initiatives into capacity building activities.

According to the Department for International Development (DFID , 2001: 1) used the term civil society to describe the broad range of organizations in society which fall outside government and which are not primarily motivated by profit. They include voluntary associations, women's groups, trade unions, community groups, chambers of commerce, farming and housing cooperatives, religious or tribal-based groups, cultural groups, sports associations, academic and research institutions, consumer groups, and so on.

Sisay (2002) posited that modern interest groups such as labor unions and professional associations began to emerge as CSOs following the Labor Relation Decree of the government that was proclaimed in 1963. However, notwithstanding with such narratives, it is possible to say that Civil society in the form of the traditional Ethiopian organizations, such as ekub and edir local self-help societies that provide services and mutual aid and protection of the interest of their members goes back to time of antiquity. In this attempt is given the contribution of CSOs in community capacity building . The chapter also tried to assess Principles , dimensions ,characteristics , approaches, actors of community capacity building ,,models of community development, , typology of CSOs in Ethiopia, community participation and community participation theories and strategies.

2.1 Understanding Community Capacity Building (CCB)

One must understand the concepts of community and capacity building in order to understand the purpose of community capacity building.

2.2 What is community ?

There is numerous definition of community. The term community is most commonly defined as residents contained by geographical boundaries, local zoning, or politics; the ethnicity of its residents or the resources or industry established in the area (Chaskin et al.,2001; Mancini et al., 2003).

The local community play a fundamental role in the lives of its members by promoting their physical, social, psychological, and spiritual well-being (Mancini et al., 2003). The operational definition of community (Chaskin et al.,2001) is a geographical area that assumes a commonality of circumstances and identity among its people and contains functional units for the delivery of goods and services.

In December 2001, the American Journal of Public Health published the results of research to define community within a public health context. Researchers identified core dimensions of community, as defined by people from diverse groups. Five core elements emerged: locus, sharing, action, ties, and diversity. A common definition of community emerged: A group of people with diverse characteristics who are linked by social ties, share common perspectives, and engage in joint action in geographical locations or settings.

2.3 what is capacity building ?

Capability building comprises training of manpower, building of institutions and the acquisition of effective best practices for the rationalization of national goals for economic and social development as well as sustainable improvements in the quality of life of the people. (Giwa, 1997). Capacity building was conceptualized by Gbeja (2002) as all the activities that are geared towards enhancing an individual's disposition to the acquisition of requisite knowledge, development of desired skills and adoption of relevant attitude and aptitudes, all of which enable the individual to have the ability that is invaluable for satisfactory performance of a given task, which cumulatively leads to the attainment of given targets and objects.

The Department for Social Development(2008) describes capacity building as the process of supporting individuals and community organisations to help them better identify and meet the needs of their areas. It involves building on the existing skills, providing opportunities for people to learn through experience and increasing people's awareness and confidence to enable them to participate

more fully in society. Capacity is then the ways and means needed to do what has to be done. It is more than simply skills, people and plans and includes the following components:

(1) people who are willing to be involved; (2) skills, knowledge and abilities; (3) community cohesion; (4) ability to identify and access opportunities; (5) motivation and the experience to carry out initiatives; (6) community organisations, supportive institutions and physical resources; (7) leadership and the structures needed for participation; (8) economic and financial resources; (9) enabling policies and systems. Community development requires and helps to build community capacity to address issues and to take advantage of opportunities, to find common ground and to balance competing interests (Frank and Smith, 1999).

There are several definitions of capacity building to be found in literature. These definitions are reflective of the inclinations of the various authors and the purpose that they want to achieve. Some define it from the point of view of the survival ability of organisations; others weigh politics against rationality, inputs versus the total system, the target audience of capacity building and means against results improvement (Honadle, 1999). In broad terms, capacity building means increasing the ability of the people and institutions to do what is required of them (Newland, 1981). This definition focuses on two participants: first, the people (individuals) and second, the institutions (organisations). It connotes that the individuals would be given the ability of doing what is required of them, leading to required performance by the institutions or organisations. It also connotes that when an organisation is not performing in the desired/expected direction, it could be traceable to the inability of its personnel to perform in the right direction; an indication that their capability had not been developed. Community capacity can be defined as the characteristics of a community that enable it to mobilize, identify and solve problems (Chaskin et al. (2001). Chaskin et al. (2001) provided a very useful definition, whereby they state community capacity is the interaction of community capitals, and organizational resources existing within a given community that can be leveraged to solve collective problems and improve that community (Chaskin et al., 2001). Capacity building was conceptualized by Gbeja (2002) as all the activities that are geared towards enhancing an individual's disposition to the acquisition of requisite knowledge, development of desired skills and adoption of relevant attitude and aptitudes, all of which enable the individual to have the ability that is invaluable for satisfactory performance of a given task, which cumulatively leads to the attainment of given targets and objects .

From this definition, two major areas of capacity building again emerge. These are: institutional and human capacity building.

The word institutional is generic, implying that nations could also develop their capacities as given by Ojo (1996), who sees capacity building in terms of how a nation develops its capabilities through the provision of relevant knowledge and skills in the pursuit of socio-economic goals.

At the global level, capacity building is defined by the United Nations Development Programme (UNDP, 2003) as a way of enhancing its developmental activities. In order to prevent international aid for development from becoming perpetual dependency, developing nations are adopting strategies provided by the organisations in the form of capacity building, based on the UNDP which defined the concept as a long-term continual process of development that involves all stakeholders, including ministries, local authorities, non-governmental organisations, professionals, community members, academics and more. It stated that Capacity Building uses a country's human, scientific, technological, organisational, and institutional and resource capabilities (UNDP, 2003).

According to this view, the goal of capacity building is to tackle problems related to policy and methods of development, while considering the potential, limits and needs of the people of the country concerned.

CCB is a central concern of both policymakers and community residents (Marré & Weber, 2010). It is an essential condition for development, implementation and maintenance of effective community development (Goodman et al., 1998, Aref, 2011).

The term community capacity building has evolved from past terms such as institutional building and organisational development (Chabbott: 1999). These terms referred to community development that focused on enhancing the technological and self-help capacities of individuals in rural areas. But in the 1970s, following a series of reports on international development, an emphasis was put on building capacity for technical skills in rural areas, and also in the administrative sectors of developing countries.

In the 1980s institutional development was viewed as a long-term process of building up a developing country's government, public and private sector institutions, and NGOs (Chabbott: 1999). Though precursors to capacity building existed before the 1990s, they were not powerful forces in international development like capacity building became during the 1990s (Chabbott: 1999).

According to the Department of Agriculture and Rural Development, Community capacity building is about supporting people in communities to develop the skills and knowledge that they need to enable them to work together to bring about the positive change they want to see within their own communities.

The important role of community leaders in CCB include facilitating, encouraging participation and developing leadership skills in the local community (Asnarulkhadi & Aref, 2009). Bolton (1991), Kirk & Kraft (2004), and Mills (2005) contend that fostering community leadership to help make communities better places to live is one of the primary purposes of community development.

Community leaders provide important insights into community change and are able to speak on behalf of a community because of their roles, formal and informal, in that community (Eyler et al., 1999; Thompson et al., 2000; Von Kroff et al., 1992; Warheit, Bulh, & Bell, 1978). When discussing CCB, the issue of leadership cannot be neglected (Taylor, 2003).

Capacity Building or Capacity Development is understood as a conceptual approach to development that focuses on understanding the obstacles that hinder people, governments, international organizations and non-governmental organizations from realizing their development goals while enhancing the abilities that will allow them to achieve measurable and sustainable results (<http://www.codepp.org/index.php/our-activities/capacity-building>).

According to the Western Australian Department for Community Development (2006) , Community capacity building is about promoting the ‘capacity’ of local communities to develop, implement and sustain their own solutions to problems in a way that helps them shape and exercise control over their physical, social, economic and cultural environments.

2.4 How is community capacity built?

The three essential ingredients of community capacity commitment, resources, and skills don’t just happen. Rather, they are developed through effort and will, initiative and leadership (Mowbray, 2005) . For example, effort, will, initiative, and leadership are needed to:

1. Involve and educate community members, help shape opinion, and galvanize commitment to act.
2. Attract and collect resources, compile information, and shape ways for deploying these resources to “catalyze” change in how problems are addressed and opportunities are seized.
3. Organize people and work, develop skills, and coordinate or manage a sustained effort that builds up the positive qualities of community life that enable a community to address its problems and recognize and act on its opportunities.

All kinds of community groups contribute to community capacity to some degree.

Communities, and the groups and institutions within them, can intentionally and strategically work to develop their capacity.

Community capacity building is the continuous process required to foster the pride and appropriate local leadership that allows communities, through their members, to take responsibility for their own development (Human Resources and Skills Development Canada quoted in Verity, 2007, p. 14, emphasis added). First it is a continuous process. Community capacity building should not be about pilot schemes and short-term interventions (Mowbray, 2005) it needs to involve long-term commitment and a willingness to ask hard questions. Second, it involves local leadership. Community capacity building should be a bottom-up approach that is community led. Third, if community capacity building is a community-led, bottom up approach, then it is important that the communities take responsibility for their own development.

In International circles, most people are familiar with the UNDP's approach and understanding of Capacity building considering that the UNDP was one of the forerunners in developing an understanding of capacity building. Since the early 70s the UNDP offered guidance for its staff and governments on what was considered "institution building."

In 1991, the term evolved to be community capacity building. The UNDP defines capacity building as a long-term continual process of development that involves all stakeholders; including ministries, local authorities, non-governmental organizations, professionals, community members, academics and more. Capacity building uses a country's human, scientific, technological, organizational, and institutional and resource capabilities. The goal of capacity building is to tackle problems related to policy and methods of development, while considering the potential, limits and needs of the people of the country concerned. The UNDP outlines that capacity building takes place on an individual level, an institutional level and the societal level.

Individual level - Community capacity-building on an individual level requires the development of conditions that allow individual participants to build and enhance knowledge and skills. It also calls for the establishment of conditions that will allow individuals to engage in the "process of learning and adapting to change."

Institutional level - Community capacity building on an institutional level should involve aiding institutions in developing countries. It should not involve creating new institutions, rather modernizing existing institutions and supporting them in forming sound policies, organizational structures, and effective methods of management and revenue control.

Societal level - Community capacity building at the societal level should support the establishment of a more "interactive public administration that learns equally from its actions and from feedback it receives from the population at large." Community capacity building must be used to develop public administrators that are responsive and accountable (<http://www.codepp.org/index.php/our-activities/capacity-building>).

2.5 Dimensions of Community Capacity Building

Dimensions of community capacity are understood as the qualities of a capable community (Labonte & Laverack, 2001a). Labonte & Laverack (2001b) argued that there is a broad agreement concerning the dimensions of community capacity. Previous attempts to conceptualize CCB have involved identifying characteristics or qualities of a capable community (Labonte & Laverack, 2001a). Several groups have identified such dimensions (Bopp et al., 2000; Chaskin et al., 2001; Goodman et al., 1998; Jackson et al., 1999a; 1999b; Kwan, Frankish, Quantz, & Flores, 2003; Labonte & Laverack, 2001a; 2001b), all of which have attempted to classify the characteristics of CCB.

As Chaskin (2001, p. 318) believed CCB must focus on these components at the individual level, it is important to develop human resource and community leadership. At the organizational level, efforts could be made to develop the ability of community organizations to serve in community development. At the community level, it seeks to focus on association and relations between community residents, local groups and local community organization to build up community development. The dimensions of community capacity which are most important for achieving systematic change in local communities are; participation, and leadership, community resources, social network and community power. Collectively, these four dimensions of community capacity represent a community's social capital (Thomposon et al.,2003). Labonte & Laverack (2001a, p. 117) identify nine dimensions of community capacity: participation, leadership, organizational structure, problem assessment, resource mobilization, asking why, link with others, role of external agents and program management. Bopp et al. (2000) identifies seven dimensions: shared vision, sense of community, community participation, community leadership, resources, skill and knowledge, communication and ongoing learning. Laverack (2005) outlines nine dimensions of community capacity including; participation, problem assessment capacities, equitable relationship with external agents, organizational stature, resource mobilization, links to other resources and people, leadership, asking why, and control over program management.

2.5.1 Community Leadership

Goodman et al. (1998) labeled leadership as a dimension for community capacity. He stated that community leaders enhance capacity when they ensure active involvement of a diverse network of community members, thus enabling those with disparate interests to take collective action by forming a unit of solution. Edwards et al., (2000) also considered community leadership to be important an dimension in measuring CCB.

The importance and need for community leadership in building strong capacity communities cannot be ignored (Edwards et al., (2000). In order to develop in current economic and social environment, communities need leaders who can help local group, businesses, and non-profit organizations to work together to address challenges and promote local strengths (Wituk et al., 2003). Community capacity is achieved through developing community leadership and decision making skills in community members (Ife, 2002).

Local communities, like other organization leaders cannot proceed successfully without having and dynamic leaders willing and able to take initiatives. Therefore the success of local community depends on the quality, creativity and commitment of its leadership in maintaining its daily affairs (Uphoff et al., 1998). Community leadership requires a strong base of participants, and participation without good leadership often leads to disorganization (Labonte & Laverack, 2001a).

Kirk & Kraft (2004), Mills (2005), and Williams & Wade (2002) have made substantial contribution to studies of community leadership in development. Collectively, they suggest community leadership emphasized a collaborative, ongoing, influential process based on relationship between people for development processes. Raik et al. (2003; 2005b) also believed community leadership is important for collaborative community based development.

2.5.2 Community Participation

Community participation is a concept that attempts to bring different stakeholders together for community problem solving and decision making (Talbot & Verrinder, 2005).

Goodman et al. (1998) labeled community participation as a dimension of community capacity. Community participation refers to peoples' engagement in activities within the community. It plays an essential and long-standing role in promoting quality of life (Putnam, 2000). Community participation in development processes can support and uphold local culture, tradition, knowledge and skill, and create pride in community heritage (Lacy et al., 2002). Community participation is one of the mechanisms to empower people to take part in community development. It was launched as a key concept of any development. Increased community participation is a means to achieve

community capacity to resolve the community problems (Lasker et al., 2001). Community participation also is the mechanism for active community involvement in partnership working, decision making and representation in community structures (Chapman & Kirk, 2001).

The World Bank recognized the lack of community participation as a reason for failure of many community development attempts in developing countries (World Bank, 1993).

At the level of symbolic participation, citizens gain some degree of influence though it is still a form of tokenism as traditional power-holders continue to have the right to decide (Arnstein, 1969). It is the illusion of a voice without the voice itself. The two bottom rungs of the ladder (informing and Manipulation) represent non-participation. In this level, people are allowed to participate, but it does not give them any opportunity to change programs to their own needs and a result maintain the status quo in power relations (Arnstein, 1969).

. 2.5.3 Community Structures

Community structures can provide the source of both problems and potential solutions in the sphere of community development (Richards & Hall, 2000). According to Godfrey & Clarke (2000) Local community structures can bridge the gap between individual and organizations in a community . Community structures are labeled as a dimension of community capacity (Maclellan-Wright et al., 2007; Public Health Agency of Canada, 2007). Community structures in a community include small groups such as committees, and youth groups. Laverack (2001) labeled community structures as a domain of community capacity.

2.5.4 External Supports

Maclellan (2007) and also Public Health Agency of Canada (2007) labeled external supports as a dimension of community capacity. External supports can as a means of determining the community's access to external supports for development in local communities, community's access to external supports that are both internal and external to a community, social capital or the ability to generate trust, confidence and cooperation, existence of communication channels within and outside of a community. External support such as government departments and local authorities can link communities and external resources in local development. External support may also contribute to empowering community organization to take full advantage of opportunities for community development (Reid & Gibb, 2004).

2.5.5 Skill and Knowledge

To build community capacity, community participants need to procure skills and knowledge. Knowledge helps people to think and act in new ways. Many authors identify the important role knowledge play in individual capacity (Bopp et al., 2000; Frank & Smith, 1999). The concept of community skill and knowledge is regarded as a tool to assist in different development and community development as well in local communities. Skill and knowledge has become an important source for development. Bopp et al. (2000) labeled skill and knowledge as one dimension of community capacity. Increased skill and knowledge can be attained by any stakeholder in community based development, local government officials, leaders and community residents.

2.5.6 Resource Mobilization

Resource mobilization was measured in this study as a means of determining the community's ability to identify resources development in local communities as well as being a dimension within community capacity (Goodman et al., 1998). A successful building capacity process for any development requires strategic use of community resources. Goodman et al., (1998) discussed the dimension of resource mobilization as pertaining to resource acquisition, diversity, equitable distribution, sharing, use, appreciation and planning.

Eng & Parker (1994) discussed resource mobilization as the measurement of relations with wider society. Fawcett et al. (1995) identified access to resources to be one of the multiple dimensions of environmental factors influencing initiatives and ability to engage in an empowerment building process. A local community with capacity also has access to resources.

These resources include those of economic, human, physical and political nature (Chaskin et al., 2001). These resources represent the community's ability to make instrumental links with larger social systems, and the ability to access and leverage resources located inside and outside of the community.

According to Schaeffer & Loveridge (2000) building capacity in communities requires multiple source and also time to develop.

Hence community resources mobilizations are an essential component for community capacity. They can affect the community's ability to achieve their goals. Community resources mobilization comes in many forms. The community resource for community capacity in development can be accessed from a variety of sources including, private and voluntary sector. But the financial resources are arguably the most central aspect of community resources (De Vita et al., 2001).

2.5.7 Community Power

Community power is often unequally distributed across groups within local communities. The notion of community power is considered as a tool to assist in local community development (Sebola & Fourie, 2006). Chaskin et al. (2001) states community power is necessary to maintain some ongoing community capacity. Efforts to strength community capacity in local communities have multiple motivations.

The most common one is to improve quality of life in the community by increasing its ability and power as well as increasing ability to access external resources (Chaskin et al., 2001). According to Smyth (2009) community power is helping residents act together so as to strategically acquire resource necessary to improve community development.

Community power has become an umbrella for supposedly a new genre of development intervention (Tosun, 2000). It can be seen as a process whereby the community residents are given a voice and a choice to participate in issues affecting their lives (Theron, 2005a). Bianchi (2003) and Cheong & Miller (2000) have made substantial contributions to studies of community power in development. Successful local development needs overcoming barriers to community empowerment at structural, operational and cultural level. Ashley & Roe (1998) describe community power as a spectrum from passive to active involvement to full participation.

2.5.8 Sense of Community

The sense of community plays an important role in fostering support for any development and may enhance its long-term sustainability as a broad basis for local community development planning (Hall et al., 2005).

Sarason (1974) defined sense of community as the interdependence between an individual and community. Bopp et al. (2000, p. 113) defines sense of community in the following way: sense of community refers to the quality of human relationship that makes it possible for people to live together in a healthy and sustainable way . Sense of community also helps people feel they are a part of something larger than themselves.

Developing a sense of community contributes to CCB by enabling people to feel connected and motivated to live in harmony and work together towards common community goals.

A key term used in community development and community capacity is sense of community (Bopp et al. (2000, p. 113). Sense of community is a sense of belonging to a community in which it entails interaction with other members of the community (Buckner, 1988). Sense of community can be seen as the capacity of the local people to participate in development activities (Cupples, 2005).

In relation to this, community leaders, stockholders, and development practitioners should regard the concept of sense of community as a refinement of community members. While there is a substantial body of literature on the definition and conceptualization of sense of community (Chavis & Wandersman, 1990; Davidson & Cotter, 1989; McMillan & Chavis, 1986), only a few literatures discuss the practical application of approaches that have been successfully used to measure sense of community in different cultural contexts.

Local communities for building community capacity in development activities requires strengthening of sense of community (Conway & Hachen, 2005). The lack of sense of community has been reported as one of the reasons as to why people do not participate in development activities (DeNeui, 2003).

2.6 Approaches Of Community Capacity Building

Policy makers regard community capacity as a key success factor in a range of policy interventions (The Office of Disaster Preparedness and Management ,2003). Regeneration policy in particular has witnessed a repositioning of efforts towards building community capacity, with the Neighbourhood Renewal Unit seeking to mainstream such initiatives across central and local government (ODPM 2003) . Yet, the wealth of attention focused on capacity-building arguably says less about the effectiveness of such initiatives and more about how capacity-building operates as a popular conceptual idea associated with benign interpretations that everyone can buy into. Indeed, there remains an incomplete understanding of the possibilities of releasing community capacity. As a term, it is rather reminiscent of Arnstein's interpretation of public participation as being a bit like eating spinach because ultimately it is good for you (Arnstein, 1969). Key questions are left unconsidered. How for example is the notion of community capacity building is to be interpreted? Are such interpretations sufficient to understand the processes and practices involved? This article attempts to begin to address these issues.

2.6.1 The Predominance of the Deficit Model

The assumption here is that community capacity has, historically, been conceptualised through a 'deficit' model approach; a deficit to be corrected through intervention if communities are to play an active role in the status quo of local regeneration (Skinner , 1997). Such intervention is driven by the belief that existing practices and processes of regeneration, which have been designed and established by regeneration professionals, are more sustainable with the active involvement of local communities once they have been brought up to speed (Skinner 1997).

The deficit acknowledged in standard approaches to capacity building can be interpreted as operating at different levels: at the level of the individual, the group, and the wider community. Different policy goals may also be associated with the distinct levels of intervention, contrasting community-wide interventions designed to deliver civil renewal with interventions at the individual and group level more focused on delivering good citizens able to engage in local governance arrangements and local economic markets (Civil Renewal Unit, 2003).

2.6.2 Stalled Debate: The Dominance of Trait Approaches

This partial interpretation of capacity-building is not only flawed, but is hampered by trait approaches to the study of capacity-building.

Trait approaches are defined here as lesson-seeking approaches that establish the appropriate conditions and practices to build capacity in communities and partner organisations. However, such approaches paradoxically leave us with little in the way of transferable lessons. First, built more often than not on in-depth thick descriptions of discreet case studies, such approaches are context-specific, casting doubts over the applicability of alleged lessons in different social, economic and political environments. Second, they tend to offer little in the way of causality or the hierarchical relationships between traits, casting doubts over whether certain traits matter more than most. Finally, trait approaches consequently facilitate policymakers and practitioners alike to talk at cross-purposes, to fail to question the fundamental and often competing assumptions informing different traits. Each study simply adds a new practice or guidance to the ever-expanding list of traits (Arnstein, 1969).

2.6.3 Towards a new understanding: the latent capacity release model

There is an argument to say that the traditional view of capacity building is problematic and largely meaningless. At the very least it is a contested concept, particularly by communities themselves (Taylor, 1995). As noted above the traditional view is based largely on the deficit model of democracy that is predicated on the basis that there is something missing within communities i.e. skills and competences. Communities are seen as empty vessels waiting to be filled (Taylor, 1995, 21). It is our contention that this view of capacity building is fundamentally misconceived. It is our view that capacity is already there in communities, it just needs to be recognised, acknowledged and released. In the main, communities are awash with skills and abilities, so the task is not about building capacity, but rather devising mechanisms that can unleash or release this latent talent. An alternative model might more usefully be termed the latent capacity release model. The number and variety of community organisations and initiatives often found in so called marginalised or deprived areas is testament to the depth of skills and talents that lie within communities (Taylor, 1995, 22).

The deficit model assumes that the problems facing communities are due in large part to their own lack of skills or abilities. It is very much based on a social pathology understanding of communities that implies they lack the necessary qualities and ingredients to become good citizens. Such a view is reminiscent of 1960s thinking on communities and arguably has never been too far away. For those in power this model of capacity building is useful. It poses no threat. It is top down, paternalistic and deflects attention away from the need to change the existing institutional and economic structures. It is a view that serves and supports the status quo. The focus and responsibility of change rests on the shoulders of the communities it is their duty to become better informed and therefore engage more effectively in civic life (Taylor, 1995, 22).

The focus of attention is that the capacity of the community needs to be enhanced in order for them to participate more effectively in existing structures. It is not about changing the existing structures to be more sensitive and responsive to the needs of communities, it is about making communities fit the demands and needs of the structures. It is a one-way street that places little pressure on existing institutions to review how they act and engage with communities (Taylor, 1995, 25).The alternative approach, the latent capacity release model is based on a more positive view of communities, which helps to conceptualise a new and more progressive view of capacity building. A comparison between the two approaches is offered in table below.

Table 2. Alternative approaches to capacity building

	Deficit Model	Latent Capacity Model
Assumptions	Communities lack skills	Communities possess skills
Tasks	Teach skills	Release skills
Method of capacity Building	Passive	Active
Methods of community engagement	Traditional	Progressive
Flow of communication	One-way	Two-way
Credibility and trust	Low	High
Affect on the system	Facilitative	New ways of working

Adapted from Taylor (1995)

As the above comparison indicates a shift to the latent capacity release model of capacity building will mean a totally different approach towards working with communities. Instead of treating people as empty vessels in often top-down and patronising ways, communities will be seen as essential partners whose skills and knowledge are vital. Such a view of capacity building acknowledges that communities already have skills that need to be harnessed, not built. It sees communities as active and equal partners that need to be engaged in new ways of working. This view provides a significant challenge to the system to build new and positive relationships with communities based on trust and mutual benefit. Until we see capacity building in this way it could be argued that communities are unlikely to be engaged in the decision-making processes in any meaningful way (Arnstein, 1969).

2.7 Actors of community capacity building

According to Steven E. Mayer, (1995) Community capacity is defined as the combined influence of a community's commitment, resources, and skills that can be deployed to build on community strengths and address community problems.

A variety of community groups and institutions contribute to community capacity. Each is a potential partner in the work of strengthening the viability and vitality of communities. In partnership, each can gain in capacity (Steven E. Mayer,1995).

2.7.1 Families

Families, in their informal way, have been the first agent of community capacity building since the beginning of recorded history.

Commitment. Families help generate and preserve value systems (Gardner, 1991). Nature appears to assign to families the task of easing individuals into the larger community and of importing the rules and norms of behavior. Families are designed to nurture, encourage, and support their members as their participation in the larger community increases.

Resources. Families consume goods and services, and they also produce them. They spend money and save it. Families accumulate material resources, and in doing so, demonstrate to their children necessary values and skills. **Skills.** In both subtle and overt ways, families learn, encourage learning, and in essence, teach the principles of capacity building. They show their members the uses of information, material resources, and the values that underlie their acquisition and deployment. Families teach – in varying degrees – problem solving, planning, organizational development, and management.

2.7.2 Neighborhood and community development groups

Neighborhoods, for the past several decades, have been next to families as the next element of community, at least for urban and perhaps suburban Americans. They reveal and represent much of the world to those who reside there. They symbolize safety or danger. They provide the place for friendly gatherings or isolating alienation. Neighborhood groups mobilize (or don't) to preserve or secure a better quality of life for their residents. Neighborhoods and clusters of neighborhoods embrace countless groups that operate without regard to official or institutional structures (Kretzmann

and McKnight, 1993). Many of these are clubs or associations of persons gathering for some common purpose. They meet periodically and support themselves. These include block clubs, garden clubs, service clubs, book clubs, ethnic affinity clubs, and more. Others are structured “neighborhood associations,” groups of people that identify with neighborhood-related causes and issues. Neighborhood-based organizations have flourished in the last ten years, partly because of the decentralization of financial resources and partly because of a rediscovery of the “grassroots” as a political bedrock.

Commitment. Neighborhood and development groups create support for change, as well as for stability. They support political movements behind better housing, schools, recreation, health, safety, and other issues. In addition, neighborhoods or clusters of neighborhoods create processes for facilitating governance and justice, such as elections, juries, political parties, police, and advocacy groups.

Resources. Neighborhoods are host to retail and service areas, to formal institutions for spending, saving, and investing. Considerable money changes hands in neighborhoods. Most of the formal institutions that exist in neighborhoods, like schools, parks, churches and other religious institutions, draw their support from a larger territory several neighborhoods together, or urban districts made up of several neighborhoods and beyond.

Skills. Though largely informal, skills provide an important fabric to community life and allow individuals to “live in community.” They provide capacity for the larger community because, by definition, they are organized around common issues, themes or interests. Individuals educate each other and the larger community, raise money in support of projects they want to promote, and develop the political and organizational skills to accomplish their goals.

2.7.3 Associations and coalitions

In unity there is strength and, recognizing this, voluntary groups and nonprofit organizations have joined together at various levels to gain greater voice and influence in decision-making arenas that affect them.

Commitment. Associations and coalitions by definition represent the mutual commitment of their members to their common purpose. People organize geographically as well as by issue area or interests. At the neighborhood level, individuals coalesce and form a neighborhood group. At the city

level, neighborhood groups become the city's Neighborhood Resource Center. At the national level, they become the National Association of Neighborhoods. Coalescing occurs along issue areas or occupational lines. The National Coalition Against Domestic Violence has a membership of statewide coalitions. The National Association of Social Workers has state chapters of individuals.

Resources. Membership organizations usually measure their assets in membership, not dollars. Larger organizations have more clout with those they're trying to influence – typically legislative or regulatory bodies, groups that affect the rules and regulations affecting their particular arena and occupation.

Skills. A common purpose of associations and coalitions is to enhance their members' skills. They do this through a variety of “member services” such as specialized publications, training programs, and annual conferences. The more sophisticated also have programs of “mentoring” or “technical assistance” to help member individuals or organizations develop their administrative, programming, or leadership skills.

2.7.4 Charities

Charities provide relief to individuals suffering from economic disaster (unemployment or dislocation), natural disaster (floods, illness, cultural deprivation), or family disaster (abuse or neglect).

Commitment. Charitable organizations reflect society's commitment to help those who are suffering. They create a culture of concern and caring. Charitable organizations appeal to individuals who share that concern, recruiting them to help. These community institutions have their roots in the Judeo-Christian imperative of caring for those in need; “caring” and “charity” come from the same Latin root, “caritas.”

Resources. Charities raise money from the general public, seeking donations from individuals, from businesses and corporations, from organized philanthropies, and religious institutions. In the 20th century, charities in this country have become secularized. As so-called “public charities,” they are recognized by the Internal Revenue Service for serving a public good and are exempted from paying corporate income tax. Almost all public charities have developed fairly sophisticated administrative structures and funding mechanisms.

Skills. In recent decades, at the insistence of supporters, charities became more efficient, borrowing heavily from the techniques of the manufacturing sector and from postindustrial management science. Charitable concern and caring is now institutionalized in the form of nonprofit, tax-exempt “service delivery programs,” requiring skilled managers.

2.7.5 Schools

In today’s society, schools are major agents of skills and values learning by children and youth. Education is largely a public function supported by local government.

Commitment. Schools reflect the commitment of society to educate the young, and to prepare young people for adult life. What “adult life” means, and what preparation for it is valid, has been the subject of interesting debates in the past two decades. Different parties to these debates wish to commit schools to training our young people for vocational, family, organizational, or community life. Different school systems and curricula reflect these differences in priorities.

Resources. The commitment to public education is substantial; its line in public budgets, especially at the state and county levels, is typically among the largest of all public expenditures.

Skills. Public schools are charged with teaching their students the skills required to play a constructive role in society. How successful they are varies, of course, from school district to school district, depending considerably on the commitment and resources deployed to further this goal.

2.7.6 Churches and other religious institution

Religious institutions, particularly places of worship, grew out of the natural wish of persons for a place for spiritual communion with a higher power and with each other.

Commitment. While most religious institutions exist for the spiritual and moral development of their congregation, many conduct charitable activities such as soup kitchens, clothes closets, or outreach to isolated people. An increasing number are undertaking or participating as partners in projects such as Habitat for Humanity and other housing or economic development activities.

Resources. Religious congregations have people power. Like neighborhoods (which historically grew up around churches), they have the capacity to mobilize and involve people in issues. They also collect “offerings” or charge dues, a portion of which can be used for charitable or development

projects. At the diocesan level and higher (of traditional faiths, at least), there frequently are considerable financial resources in the form of endowments, pension funds, and real estate.

Skills. The skills of religious congregations are largely the skills of their individual members, plus the leadership. When church members decide to do something – and this can be said of most community groups as well – the skills and resources are typically found, often from within.

2.7.7 Small and large businesses

The private or commercial sector exists primarily to create private capacity, not community capacity. Since community vitality often depends on the vitality of the community's business sector there is a close, but complex, connection. By producing goods and services, businesses affect community capacity in a number of ways.

Commitment. In most communities, business leaders have helped to organize constructive responses to stresses that affect community life. From service clubs to recreational and cultural facilities to civic improvement projects, the business sector demonstrates the role it can play in making communities more livable. Business leadership is frequently credited with helping to meet the campaign goals of United Way and other public charities that respond to human needs.

Resources. Work creates wealth and other resources. Businesses provide the tax base used by the the public sector, by creating jobs and building facilities that add value to owned property. Individuals with steady employment in positions that pay decently can share in that wealth, allowing them more choices in education, health, recreation, and material pursuits, as well as allowing more time to participate in community activities.

Skills. Many of the skills developed for use on the job, whether manual or managerial, can also be used outside of formal employment in community building activities.

2.7.8 Government

Government at all levels – national, state, and local – plays a role in the development of community capacity.

Commitment. Government reflects the will of the people through a representational process in which all citizens can participate. “Will” gets reinterpreted as it proceeds up the legislative and policy

making ladders and then down through the bureaucratic and regulatory ladders, through the process we call “politics.” It includes ongoing debate about the limits of public responsibility. For example, is it government’s responsibility to provide mental health services or is it the individual’s or family’s concern? If the government is responsible, what level is appropriate – local, state, or federal? If it’s not the government’s responsibility, is it the private sector’s or the independent sector’s responsibility?

Resources, However the debate rates, public sector budgets in the 1990s tend to be fairly large even gigantic – relative to private and independent sector budgets, though this varies by jurisdiction. Federal, state, municipalities, and special districts (parks, schools) have the power to tax and to issue bonds. How they exercise that power is highly politicized, as is the way budgets are created. Skills, The process of politics encourages public education and issue awareness efforts, meetings that seek consensus on priorities, and coalition building – all key ingredients of community capacity building.(www.effectivecommunities.com/pdfs/ECP_GroupContribution.pdf).

2.7.8.1. Balancing Types of Interaction Between Government and communities

Government and communities interact in many different ways ranging from independent government action to true community partnership (the table below). At one extreme, government can act as a benevolent dictator with no citizen participation or ownership and strong community dependence on government decision-making and resources. Citizens become slightly more involved when government informs the community of decisions. People participate only by being told of decisions already made.

Table 3. balancing types of interaction between government and communities

Behavior of government	Types of participation
Benevolent	Manipulative
Informing decision	Passive
Consultation participation by consultation	Participation by consultation
Structured community participation	Participation for incentive, Functional participation
Community partnership	Interactive participation
Facilitation of community-led development	Self mobilization

Adapted from Pretty (1995)

Note : dependency is decrease down ward and Inter- dependence is increase down ward.

Table 3 . A spectrum of government interaction with communities and progressive forms of participation. Consultation involves government in holding specific events or opportunities for citizens to comment on a proposal or issue. Government defines issues and controls decisions, local people provide information and opinion.

Structured community involvement entails advisory committees or representative panels that mediate community input. People may join with government on specific projects or other forms of formal involvement. Material incentives (such as a funded project) encourage citizen participation or people may contribute their time and resources. Government and communities make some decisions jointly, but often project goals are pre-determined. Community partnership involves government and communities in joint decision-making, shared leadership and common goals. People participate equally and fully in a joint learning process. Involvement is natural and self sustaining. Finally, government agencies can act to facilitate community-led action. Communities self mobilise,

controlling decisions, resources and actions. Government can help facilitate the community process at the invitation of the community.

Public agencies need to judge how to appropriately interact with local communities. A community capacity role does not mean that government should seek to stimulate community capacity at every turn. Not all interaction will, or should, involve community partnership, ownership or capacity building. In many situations, government agencies providing information or consulting clients is quite appropriate.

Yet it is true that many interactions have inappropriately consulted communities, rather than helped communities build their capacity. In the spectrum of interaction with communities, there remains an imbalance towards the lower end of community participation. Government needs to develop its higher level interaction with communities that helps them self-mobilise and build their capacity.

2.8 Community Participation

Community participation can be seen as a process whereby the residents of a community are given a voice and a choice to participate in issues affecting their lives. In this way the members of the community might, if the process is managed well, take ownership of the projects that are implemented (Theron, 2005a:104-105). Community participation is commonly understood as the collective involvement of local people in assessing their needs and organizing strategies to meet those needs (Zakus & Lysack, 1998, p.1). While variations exist in how community participation is conceived and realized, there is widespread agreement that it is a vital ingredient of community development. As a development strategy, community participation provides people with the sense that they can address their problems through careful reflection and collective action (Zakus & Lysack, 1998). In recognition of its vitality to community empowerment, community participation has been referred to as the heart that pumps the community's life blood (Reid, 2000, p. 3). The benefits and justification for participatory approaches are several:

(a) From a pragmatism sense (Weaver & Cousins, 2004), participation enhances the relevance of programs to ensure that they are well suited for the needs and circumstances of beneficiaries (Kironde & Kihirimbanyi, 2002; Wilson, 2001).

(b) From a fairness perspective (Weaver & Cousins, 2004) or democratic (Cullen, Coryn, & Rugh, 2011), participation ensures that the views of many stakeholder groups are represented in the development process.

(c) In an epistemological sense, it is expected that program decisions that feed on the insights of many stakeholders are not just relevant to beneficiaries, they are generally smarter (Weaver & Cousins, 2004; Cullen et al., 2011; Brandon, Linberg, & Wang, 1993).

(d) Studies have linked community participation to greater program outcomes such as greater access to social services (e.g. Bedelu, Ford, Hilderbrand & Reuter, 2007; Sirivong et al., 2003; Adatu et al., 2003); consumption and demand for social services (e.g. Kilpatrick et al., 2009; Preston et al., 2009).

(e) Community participation is linked to program sustainability due to a greater sense of ownership and responsibility for program activities by stakeholders (Schaffer, 1991; Oakley, 1992). This implies that stakeholders are willing and able to mobilize and commit local resources to continue some or all of the program proceeds after external support is withdrawn or reduced. Evidence of the benefits of community participation does not indicate which approach works best.

Taylor, Wilkinson & Cheers (2008, cited in Preston et al., 2009, p. 4) outline four conceptual approaches to community participation: contribution; instrumental; community empowerment; and developmental approaches. These conceptual approaches exhibit a continuum from the least to the most engaging and/or empowering.

1. In the contributions approach, participation is considered as primarily involving voluntary contributions, to a project, such as time, resources, or community-based knowledge. This process is normally led by external professional developers and the community stakeholders simply follow the lead they wait to be told how the contributions will be made and used.

2. In the instrumental approach, wellbeing is conceived as an end result, rather than as a process, with community participation as an intervention supporting other development interventions. Still this type of participation is usually led by professionals and the important components of the interventions or programs are predetermined according to local and national priorities.

3.The community empowerment approach tries to empower and support communities, individuals, and groups to take greater control over issues that affect their health and well-being. This includes personal development, conscientization, and social action.

4.In the developmental approach, development is conceived as an interactive, evolutionary process, embedded in a community of place or interest. Local people, in partnership with professionals, have a role in decision-making and in achieving the outcomes they consider are important. There are several other ways community participation has been conceived and/or applied. In this article, we adopt a broad definition of participation. We reviewed program documents for all and any form of beneficiary involvement, including partnership with local organizations and we discuss data that links different forms of participation with program outcomes.

2.8.1 STRATEGIES FOR COMMUNITY PARTICIPATION

There is a diverse range of community participation strategies. These strategies range widely in creativity, complexity and the type of technology used (Theron, 2005b:123-128). . There is no single recipe for selecting the right combination of strategies for a particular process and each strategy has advantages and shortcomings. Attaining effective, efficient and equitable community participation depends largely on choosing the appropriate combination of strategies to be used (Integrated Environmental Management Information Series, 2002:14; Theron, 2005b:123-128).

The various strategies for community participation can be classified into a variety of groups depending on one's interest, for example, information sharing, consultation, decision-making and initiating action (Kok and Gelderbloem, 1994:65-66). In the paragraphs below, these four groups will be discussed more fully.

2.8.1.1 Information-sharing strategies

Information-sharing strategies do not constitute community participation because they merely require the community to judge a finished or almost finished product. An example of this kind of strategy is information documentation. Examples of information sharing strategies include exhibitions, media coverage and audio and visual material (Kok and Gelderbloem, 1994:66-67). According to Taylor (1994:195), "Project beneficiaries tend to be passive respondents." Information-sharing strategies are referred to as "participation as a means to an end", because participation is generally short-term. Emphasis is placed on achieving the objective and not so much on the act of participation itself

(Theron, 2005b:117-118). There is no channel provided for feedback (Arnstein, 1969:219). The primary concern is not about gaining long-term social advantages and sustainable development, but rather what community participation contributes to the end product (Meyer and Theron, 2000:3).

2.8.1.2 Consultation strategies

An example of this kind of strategy is referenda, which are relatively inexpensive strategies and which allow democratic community participation, especially between elections. Other examples include questionnaire surveys as well as in-depth and focus group interviews (Kok and Gelderbloem, 1994:69). The project beneficiaries need to respond to project management at various stages, which is why they should be more reactive in their action (Taylor, 1994:195). There is no share in decision-making by the community (Theron, 2005b:115).

2.8.1.3 Decision-making strategies

Examples of this include public meetings and hearings. Decision-making strategies very often involve a one-way flow of information from the planners to the public.

Another example is the Delphi strategy. This strategy entails no more than three or four rounds of questionnaires that allow views to be expressed anonymously (Kok and Gelderbloem, 1994:71-72). In decision-making strategies, the beneficiaries are considered as partners in the project because the decisions made by the beneficiaries can effect the course of the project (Taylor, 1994:195).

2.8.1.4 Initiating action strategies

Under this, we can include self-help manuals, for example those on housing standards or layouts. The workshop approach, which is also included in this strategy, allows residents to form groups in order to assess specific problems. Planning teams are established to deal with a specific planning problem, and problems may include the responsibility for resolving upcoming conflicts (Kok and Gelderbloem, 1994:74-75). Community participation is not just the means to achieve project goals, but it is seen as a right (Theron, 2005b:115).

Other strategies for community participation include participation for material incentives, functional participation and self-mobilisation. In the former strategy, people participate by providing resources, for example labour, in return for material rewards. This helps to reduce overall costs, and participants in return receive a resource (Raniga and Simpson, 2002:182). Theron (2005b:115) states that the

people have no stake in prolonging activities when incentives end. When people participate by joining groups to implement projects, usually after important decisions have been made, it is referred to as functional participation. Self mobilisation is found where people participate by taking initiatives independently of any external organisation (Raniga and Simpson, 2002:182).

The people themselves retain control over how resources are used. This bottom-up approach allows people to develop contacts with external institutions for resources and the technical advice they need (Theron, 2005b:115).

Development planners should understand the different strategies for community participation. They should take the context in which community participation takes place into account in order to assess which strategies indicate very good community participation and to determine how these strategies should be applied (Theron, 2005b:123-129). Development planners should be aware, by taking the context in which community participation takes place into consideration, which strategies indicate very good community participation and how these strategies should be applied. It does not help, for example, if a development planner, on account of a lack of knowledge, thinks that information-sharing represents an effective way of community participation whilst this is not the case. For that reason it is important for community development workers to aim for continual upgrading of their skills and for their employers to play a role in this regard (see Community Development Workers Programme in South Africa).

It is crucial to know which combination of community participation strategies works best for a development project. Because each development project is unique and faces different challenges, a strategy that was a success in one community could fail in another (Theron, 2005b:123-131).

2.8.2 Types of participation

Typologies are a useful starting point for differentiating degrees and kinds of participation. Providing a series of ideal types along which forms of participation may be ranged, most typologies carry with them implicit normative assumptions which place these forms of participation along an axis of 'good' to 'bad'. Many of the typologies and ladders of participation that have been produced focus on the intentionality, and associated approach, of those who initiate participation.

Arnstein's (1969) ladder of participation is one of the best known. Originally developed in the late 1960s, it retains considerable contemporary relevance. Citizen control appears at the top of the ladder,

with a category of non-participation at the bottom, in which therapy and manipulation are placed. Arnstein's point of departure is the citizen on the receiving end of projects or programmes. She draws a distinction between citizen power, which includes citizen control, delegated power and partnership, and tokenism, in which she includes consultation, informing and placation. It is worth noting the part that the activities she associates with tokenism play in the efforts and indeed the definitions of development organizations claiming to promote participation. The World Bank, for example, includes both giving information and consultation as forms of participation, and goes on to equate the provision of information with empowerment World Bank (1996). Consultation is widely used, north and south, as a means of legitimating already-taken decisions, providing a thin veneer of participation to lend the process moral authority. Its outcomes are open to being selectively read and used by those with the power to decide. Rarely are there any guarantees that what is said will be responded to or taken into account. While Arnstein's ladder looks at participation from the perspective of those on the receiving end, Jules Pretty's (1995) typology of participation speaks more to the user of participatory approaches.

His typology is equally normative: going from bad forms of participation the inclusion of token representatives with no real power, which he characterizes as manipulative participation, and passive participation subsequent to decisions that have already been taken to better forms, such as participation by consultation and for material incentives. Functional participation captures the form of participation that is most often associated with efficiency arguments: people participate to meet project objectives more effectively and to reduce costs, after the main decisions have been made by external agents. This is perhaps the most frequently found type of participation in development (Rudqvist and Woodford-Berger, 1996).

Pretty's last two categories evoke some of the professed goals of those who promote and use participatory approaches in community development (Table 1). 'Interactive participation' is described as a 'learning process' through which local groups take control over decisions, thereby gaining a stake in maintaining structures and resources. The last category is of self-mobilisation, where people take the initiative independently of external organizations, developing contacts for resources and technical assistance, but retaining control over these resources. Self-mobilization was, and to some extent remains, very much the nirvana of participation in the 1980s and 1990s, before talk of participatory governance and a very different way of figuring the state into the equation changed the frame.

Both Aronstein's and Pretty's typologies describe a spectrum defined by a shift from control by authorities to control by the people or citizens. Yet, the end-points are rather different. Citizen control goes much further than self mobilization. For, as Pretty notes, 'self-initiated mobilization may or may not challenge existing distributions of wealth and power'. Indeed, local self mobilization may be actively promoted by the state and international agencies as part of efficiency goals that are entirely consistent with a neoliberal approach to development. What Pretty's typology helps make clear is that the motivations of those who adopt and practice participatory approaches is an important factor if by no means the only one in shaping interventions. And what Ornstein's reminds us is that participation is ultimately about power and control.

2.8. 2.1 Pretty's (1995) typology of participation and their Characteristics of each type

2.8.2.1.1 Manipulative participation

Participation is simply a pretence, with 'people's' representatives on official boards, but who are unelected and have no power.

2.8.2.1.2 Passive participation

People participate by being told what has been decided or has already happened. It involves unilateral announcements by an administration or project management without any listening to people's responses. The information being shared belongs only to external professionals.

2.8.2.1.3 Participation by consultation

People participate by being consulted or by answering questions .External agents define problems and information-gathering processes, and so control analysis. Such a consultative process does not concede any share in decision-making, and professionals are under no obligation to take on board people's views.

2.8.2.1.4 Participation for material incentives

People participate by contributing resources, for example, labour, in return for food, cash or other material incentives. Farmers may provide the fields and labour, but are involved in neither experimentation nor the process of learning. It is very common to see this called participation, yet people have no stake in prolonging technologies or practices when the incentives end.

2.8.2.1.5 Functional participation

Participation seen by external agencies as a means to achieve project goals, especially reduced costs. People may participate by forming groups to meet predetermined objectives related to the project. Such involvement may be interactive and involve shared decision-making, but tends to arise only after major decisions have already been made by external agents. At worst, local people may still only be co-opted to serve external goals.

2.8.2.1.6 Interactive participation : People participate in joint analysis, development of action plans and formation or strengthening of local institutions. Participation is seen as a right, not just the means to achieve project goals. The process involves interdisciplinary methodologies that seek multiple perspectives and make use of systemic and structured learning processes. As groups take control over local decisions and determine how available resources are used, so they have a stake in maintaining structures or practices.

2.8.2.1.7 Self-mobilization : People participate by taking initiatives independently of external institutions to change systems. They develop contacts with external institutions for resources and technical advice they need, but retain control over how resources are used. Self-mobilization can spread if government and NGOs provide an enabling framework of support. Such self-initiated mobilization may or may not challenge existing distributions of wealth and power. Adapted from Jules Pretty (1995). and where the state abnegates its responsibilities, then resistance rather than enthusiastic enrolment might well be the result of efforts to engage citizens. What people are participating in conditions how their participation might be evaluated. Delegated power over choosing the colour of paint for a clinic's waiting room in the name of 'patient involvement' – in the absence of any involvement in decisions on what the clinic actually does – may count for little in transforming power relations. And, at the other end of the scale, even the most nominal forms of participation can give citizens a foot in the door if there has been no constructive engagement with them before. Much depends on the context and on those within it.

Different purposes, equally, demand different forms of engagement by different kinds of participants. A process that sought only the engagement of a small group of articulate elite community members is something very different to one in which community members delegate power to such a group to engage with the authorities, remaining content to receive information and be consulted on key issues.

2.8.3 Conceptual framework for participation

The major lens with which we analyzed participation in this review is O’Gorman’s (1992) development framework. O’Gorman’s framework outlines five development approaches—each representing an increasing amount of community engagement and empowerment (see Table 1): (a) Service Delivery or Give a fish (mostly involving distribution of hand-outs and relief); (b) Capacity Building or Teach how to fish and give a rod (propagating and or delivering information and skills); (c) Empower or Upgrade local fishing techniques (facilitating processes that generate learning from the participants themselves and emphasize on the processes; resulting in individual and groups taking more control over all aspects of life); (d) Leverage or Support grassroots movement for fair fishing business (fostering shared values, reflection and action); and (e) Innovation or Find new basis for labor-life relationships beyond fisheries (challenging society through constructive action).

Table 4. O’Gorman’s (1992) development approaches

Metaphor Used	Approach
Give a fish	Service Delivery
Teach how to fish and give a rod	Capacity Building
Upgrade local fishing techniques	Empowerment
Support grassroots movement for fair fishing business	Leverage
Find new basis for labor---life relationships beyond fisheries	Innovation

Adapted from O’Gorman’s (1992)

2.9.4 Community participation theory

community participation is giving community members a voice and a choice in issues affecting their lives. This is because not every citizen is interested in participating (Meyer, Cupido and Theron,2002:64). Nghikembua (1996:15) agrees that different individuals in the same community

may have different interests and may not necessarily want to participate in development projects merely for the purpose of collective socio-economic betterment.

With community participation, the people decide, act and reflect on their actions as conscious subjects. It facilitates a reversal of the inequalities that have been developed under colonialism by helping people to engage in the process of identifying problems and acting on them (Chinemana, 1992:10). Despite this, community participation is fraught with problems involving conceptual and practical difficulties (Emmet, 2000:1; Theron, 2005b:111-132). Community participation is a democratic right (Baum, 1999:187). Theron (2003) states that people use different concepts when referring to community participation, e.g. public or citizen participation. Although community participation remains an elusive concept (De Beer and Swanepoel, 1998:20), it is not a new one (Meyer et al., 2002:59).

Because of the complexity of community participation (Midgley, Hall, Hardiman and Narine, 1986:viii), there are different views of what it entails (Baum, 1999:187). This makes it impossible to establish a universal definition of community participation (Oakley and Marsden, 1984:8). It is impossible to develop a single, unified methodology for community participation and it is highly influenced by the unique social context in which action is being taken (Emmett, 2000:2; Meyer and Theron, 2000:1-6). There is no best strategy to engage in community participation (Theron, 2003). One reason for this is that communities are unique and their circumstances differ. Despite this, one of the main prerequisites for sustainable development is that of securing effective community participation (Taylor, 1994:138). A major obstacle to ensuring effective community participation is that there is often division within communities that undermines participation (Swilling, 2004:7).

2.9.5 Relationship between community capacity building , community participation and development

Community participation is an essential part of human growth. Through it people establish dignity, self-esteem and own their development process (Theron, 2005b:121; Midgley et al., 1986:31). According to Chinemana (1992:4), development entails seeing progress in the lifestyle of people. It is the upward movement of an entire social system, which includes both economic and non-economic elements. Development can therefore be interpreted as a long-run, sustained process, involving improvement or progress (Muller, 2004:7).

Gran (1983:20) and Friedmann (1992:7) state that everybody is in possession of a world of his/her own and nobody can interpret this world better than he/she can. That is why development has to begin with the people who know most about their own livelihood systems. The knowledge and skills of these people have to be valued and, in the process, they should be encouraged to develop themselves (Mikkelsen, 1995:61). Oakley et al. (1991:2) support the point and further state that people cannot be developed – they can only develop themselves. The community members of Huidare should therefore be encouraged and given the opportunity to develop their skills. For example, different community members can be given the opportunity to present the financial data to the rest of the community members at meetings. These members in charge of the finances should then also calculate how much money has been saved by the entire community and report back to them. Because people are a central part of the development process, their capacities and skills should be developed so that they can negotiate and seek the resources they require for the betterment of their lives. The people should have a stake in the development process, and one way of encouraging this is by using appropriate methods and techniques, which are well-known to them. This plays a critical role in providing immediate access to the benefits of development and to secure sustainable development (UNDP, 2000).

Although community participation is essential for development, it does not come without its challenges. According to Theron (2005b:113), few put community participation into practice. This is a challenge in itself because there are numerous reasons why the people who should ensure that community participation is put into practice in the best way possible, neglect to do this. For example, lack of access to financial resources necessary to address problems and concerns of communities leads to organizations relying on volunteers to carry out community-based activities, lack of Resources in order to communities to play an active role in the policy-making process, it is necessary for their members to have access to resources. These resources include adequate funding, government training programs, education, leaders, and volunteers to support rural causes and initiatives. Many communities tend to lack one or more of these resources, a situation which interferes with their ability to effectively impact the policy-making process, lack of understanding the Policy-Making Process: Before communities can make attempts to impact public policy, it is important that they have an understanding of the policy-making process itself (Rural Communities Impacting Policy, 2002), lack of access to information: citizens have indicated that they feel there is a lack of access to information about government programs and services (Rural Dialogue, 2000) .

Other challenges also, if a community development worker is underpaid, he/she might be uninspired. In this case, the work that the community development worker does, i.e. ensuring that the community participates in the best way possible, will be affected. This reflects the complexity of community participation and it reminds us that not only do different stakeholders have to work together, but that establishing and maintaining excellent people relationships are important in tackling issues such as community participation. A question we therefore have to ask is how we can motivate people to put community participation into practice in the best way possible.

Another challenge that stands in the way of attaining effective community participation is the fact that local elite groups in many Third World countries have dominated people (Taylor, 1994:138). This resulted in people, especially the poor, becoming accustomed to leaving decisions and initiatives to their leaders (Oakley et al., 1991:13). This is problematic because the people themselves are the real actors of positive change and sovereignty resides with them. The people assisting with their development should recognise that they are participating in support of the people's agenda and not vice versa. The most important role player is and should be the communities (Theron, 2005b:111-132) and if people are allowed to make use of indigenous knowledge systems, they can act appropriately to become masters of their own destiny (Theron, 2003). Despite these obstacles, there is a need for community participation to be an ongoing commitment (Wild and Marshall, 1999:151) and for this commitment to be implemented in practice (Theron, 2005b:111-132).

According to Oakley and Marsden (1984:17), community participation is a key element in development. Raniga and Simpson (2002:182) highlight the fact that community participation is an essential feature of any community development initiative. It enhances the capacities of individuals and communities to mobilise and help themselves (Midgley et al. 1986:8; Oakley et al., 1991:2). When people are central to the development process, attempts to promote social and economic development are accelerated (Midgley et al., 1986:13). However, a deeper, more sustained and comprehensive engagement with communities and beneficiaries is required to ensure that projects are integrated into the local social and economic fabric.

One way of orchestrating this engagement is through the forging of partnerships with communities and beneficiary groups (Swilling, 2004:8). People should be able to participate directly in development efforts in order to succeed in strategies and programmes to alleviate poverty (Swilling, 2004:3; Oakley et al., 1991:v). Theron (2003) states that people will only participate if they have a

direct stake in the project. Delivering development is not an easy process and it cannot become sustainable unless the community participates in the conceptualisation, planning, implementation and monitoring of development projects. At the same time, it should be seen as a collective effort (Taylor, 1994:142).

2.10 Indicators or Out Comes of full range community participation

We have belabored the point on local governance as an all actors embracing situation because experience has shown that in most cases local governance capacity building programmes, projects, and activities concentrate on local governments. We need to maintain the distinction between local governments' capacity building, which would concentrate on local governments, and local governance capacity building, which would emphasize strengthening the capacities of all the actors in governance at the local level.

This would set the appropriate parameters for effective participation in the development process by all actors. Participation is not a matter of only structural arrangements. It is also a matter of will and capacity.

Most advocates of local governance as a vehicle for promoting sociopolitico-economic development always bank very strongly on the argument that decentralisation encourages participation of the local people in determining their development and well being. However, in the context of poor countries, the extent and nature of the participation itself needs to be understood more deeply. If participation has to be complete it must be done at five levels: Priority setting, Planning, Producing, Paying (financing) and Consumption. It is the consumption that leads to livelihood but when it is not supported by participation in setting priorities, planning, production, paying, then it is not sustainable.

The biggest problem for developing countries is that because of very low or sometimes no income, people expect to participate in consumption without participating in paying. This makes consumption unsustainable because there is no support for production. On the other hand, often those in positions of authority concentrate on promoting the participation of local people in the four Ps. But do not provide for participation in consumption. The consequence is that the poor do not see any change in their livelihood even when they have participated. It should be noted that for purposes of mobilizing the local people to participate an objective that points to the possible improvement in their consumption is more attractive than any other and therefore worth mentioning.

We must add that the causes of low participation of grass-root people in Africa is not only a consequence of poverty in terms of income. The whole issue of participative capacity needs to be assessed to include knowledge, skills, institutional arrangements, awareness, opportunity, etc.

Just as an example, the Mbombela Local Municipality Integrated Development Plan states the objectives of the participation in the IDP to include: obtaining inputs, ensuring acceptable levels of representation, ensuring mutual consensus, ensuring focus on resource mobilization, and promotion of good governance.

There is no objective concerning shifts and increases in consumption of the poor. Local governance, when well practiced, more easily and more evidently encourages political participation (e.g. in taking decisions and having a say in who takes up leadership positions), production and delivery by narrowing the physical distance between the service producers / deliverers and consumers as well as by allowing the private sector and NGOs to engage in service production and provision. However, it has to be recognised that when it comes to participation in financing the production and provision of these services the poor are at a loss.

The challenge for developing countries, given their situation of extremely low incomes, is that of how to encourage the poor to participate in financing the services they need. Most poor populations are quick to agitate for participation but when it reaches the level of participating in the financing they still want some donor or central government to foot the whole bill. Central government on its part gets money from taxes paid by the people. But however efficient and effective a tax system is, if it is taxing a poor population, it will yield poor revenues. There is a limit beyond which a hungry person can milk a hungry cow. The fundamental problem with most African societies is that they suffer from double weakness. Their central and local governments are weak while at the same time their private and civil society sectors are also weak (vertical and horizontal weakness). This double weakness is not only in terms of resources (human, material and financial) it is also in terms of institutions, systems, information, networking, skills, knowledge, etc. strengthening the capacity of local communities to generate sustainable income.

It is true that the common practice in African countries where the central government controls a lion's share of revenue at the detriment of local governments undermines local governance capacity building in respect to priority setting, planning, local capital revenue is just a component of local governance financial capacity should not be lost. Local governance financing should not be seen from

the point of view of central government and local government revenue sharing alone. It should be examined in light of the finance deployment policies of all actors as well.

There are many financing institutions local, regional as well as international who hastate to disburse funds to local community level either because the local levels do not provide guarantees for the funds or because the central government does not accept such disbursements, or both. This jeopardizes the development of the capacities of local communities to manage programmes, projects, and funds even when they have participated in the formulation of such programmes (John-Mary Kauzya , 2000) .

CHAPTER THREE: DATA PRESENTATION AND ANALYSIS

In this chapter, data collected from different sources is presented and analysis and discussion is made across the collected data and the literature. Before presentation and analysis of the data, it could be important to describe the process of data collection. As indicated in the methodology section of this research the researcher intends to collect primary and secondary data through questionnaires, interviews and document reviews.

Eighty questionnaires were distributed to dwellers of Arada sub -city. In addition, five CSOs and five Capacity building office , Children, Youth and Women office and Social and civil affairs office were interviewed to collect the required data. Out of the total questionnaires distributed to dwellers , seventy two were properly filled out and used for analysis. Document review was also another method employed for collecting the required data. From those documents researches, reports, publications, brochures were the major ones.

3.1 Profile of the Respondents:

Table 5. General background of respondents of the questionnaire and interview key informants

Respondents of the questionnaire				
No	Characteristics	Composition	Number	%
1	Sex	Male	50	69
		Female	22	31
	Total		72	100
2	Education Status	Under grade 10	9	13
		Grade 10- 12	11	15
		Level 1- 4	22	31
		1 st Degree	16	22
		2 nd Degree and above	14	19
	Total		72	100
Respondents of the interview				
Category	Position	Education Status	Number	%
CSOs	Program coordinators	2 nd degree and above	3	60%
	Executives	2 nd degree and above	2	40%
Capacity building office		Total	5	100%
Children, Youth and Women office and Social and civil affairs office	Administrators	1 st degree holder	1	20%
	Supervisors	1 st and 2 nd degree holders	2	40%
	Experts	2 nd degree holders	2	40%
	Total		5	100%

Source : the questionnaire and interview

3.2 The Roles And Contributions Of actors of community capacity building

3.2.1 Government

As mentioned in the literature review government at all levels national, state, and local plays a leading role in the development of community capacity. And government at all levels have :

Commitment: government reflects the will of the people through a representational process in which all citizens can participate.

Resources : fairly large even gigantic relative to private and independent sector budgets, though this varies by jurisdiction. Federal, state and municipalities have the power to tax and to issue bonds. How they exercise that power is highly politicized, as is the way budgets are created .

Skills: the process of politics encourages public education and issue awareness efforts, meetings that seek consensus on priorities, and coalition building all key ingredients of community capacity building. The researcher gathered data from different governmental offices . Because , the government is the main actor in public affairs . The researcher considered that data gathering only from other stake holders which is not included data from government offices the conclusion may be fault. The duties and responsibilities of Capacity building office ; Children, Youth and Women office and Social and civil affairs office to create capable community. The Capacity building office is responsible to create awareness about government policies and strategies for the community and for government employees . The duties and responsibilities of Children, Youth and Women office and Social and civil affairs office to create awareness for marginalized part of the community with close ties with different local and international partners , Iddir leaders , Mahbers and community committee.

The responsive office in the target is Arada Sub-City capacity building office which one of the different sectors of Arada Sub-City administration. According to the manuals of the Sub-City, the office is operating in collaboration and partnership with different stake-holders to ensure the required capacity in the community and the office is in transforming itself in good governance and in service providing . Arada Sub-City Capacity Building Office is operating in community capacity building activities by preparing awareness raising activities , panel discussions and support the ten Woredas and Kebeles to enhance their implementing capacity

The Sub-City has the following mechanisms and arrangements to build community capacity used as bridge between the government and the grass - root community : Residents forums , Youth forum , Women`s associations and Women`s forum.

The Arada Sub -City capacity building office facilitated different panels , meetings ,experts , training , hall and other awareness raising activities to raise question , feedbacks , community issues .

To build community capacity the sub -city has been prepared panel discussions and meetings for 1000 participants ten times per year in sub - city wide that drawn from the 10 Woredas different part of the society . Specially , the office had close cooperation with idir leaders , religion fathers, school clubs , community committee (CC), youth associations ,Women associations , residents forum and with other CSOs . But , most interviewees of international CSOs such as Save Heaven , OSSA and others perceived the cooperation with the administration in community capacity building activities as full of mistrust between them.

Children, Youth and Women office is one of the different sectors of Arada Sub-City administration which is engaged in affirmative action activities for marginalized groups to enable them . The office has four core processes : Arada Sub-City Administration Women`s ,Youth empowerment and beneficiaries core process , Arada Sub-City Administration Women`s, Children`s and Youth Affairs office(Women`s , Youth mobilization and participation core process), Arada Sub-City Administration Women`s , Children`s and Youth Affairs office(children rights , protection core and support core process and Gender mainstreaming.

Children, Youth and Women office is operating in collaboration and partnership with different stakeholders on the issues of gender mainstreaming , affirmative action ,HIV AIDS , orphans , school feeding and prostitution , harmful traditional practices , child abuse , counseling to victims. Arada Sub - City administration Children, Youth and Women office prepared different awareness raising panel discussions and meetings.

The office engaged in awareness creation for the aforementioned problems (Generally, to create gender equality aware society) to this end the Children, Youth and Women office has been prepared different activities .For example , in 2014/2015 the children ,Youth and Women office have prepared various awareness raising panels discussions for 40,597 participants drawn from various part of the society (Arada sub - city residents , religious fathers, civil servants , association leaders and leaders

of the Sub - City) and for victims of sex harassment (male and female) gave counseling and panel discussions for 3033 victims this year. And the office prepared also other awareness raising activities about illegal child trafficking , child right , child security and harmful traditional practices for about 23,483 participants including Idir leaders (700, 000 Birr).

Arada sub - city administration Capacity building office , Children, Youth and Women office and Social and civil affairs office were used different associations , forums, Idir leaders , religious fathers , community committee (CC) , representative of associations and sometimes medias as a mechanisms to reach the grass-roots community capacity problems and to solve them.

After recognized the grass root bottlenecks; Arada Sub - City administration Capacity building office , Children, Youth and Women office and Social and civil affairs office were facilitated different activities such as panels , meetings ,experts , training , hall and other awareness raising activities to raise questions , feedbacks , community issues . Almost the interviewees of Arada Sub - City administration Capacity building office , Children, Youth and Women office and Social and civil affairs office working together with other government offices, And many local CSOs and a few number of registered CSOs which are currently engaging in various community capacity building activities in Arada Sub - City administrations.

The opinion of key informants of Capacity building office , Children, Youth and Women office and Social and civil affairs office regarding the role of the traditional CSOs such as idir, ekub, mahber and other similar cultural associations in community capacity building for full range participation in different community agendas in Arada sub-city perceived as excellent . As Arada Sub - City administration Capacity building office responded ; the leaders of idir ,community committee (CC) , religious fathers , forums and other associations have raised community issues and recommended to the administration to facilitate awareness raising meetings ,campaign , workshops on different community issues like gender mainstreaming ,child abuse ,crime ,rape ,environmental hygiene, gangsters and prostitution issues etc. To cross check the contribution of Arada capacity building office toward community capacity building for full range participation of the people in different priority settings , respondents are requested to express their opinion. To this end, they were provided with a list of five options ranging from excellent to very poor .

Table 6. Opinion of respondents about the contribution of Arada capacity building office, Children, Youth and Women office and Social and civil affairs office towards community capacity building for full range participation of the people in different priority settings.

Response variables	Response number	%
Excellent	18	25
Very good	20	28
Good	28	39
Poor	4	5
Very poor	2	3
Total	72	100

Source: questionnaire

The result in the table 6 above revealed that out of the respondents 28 (39 %) of the respondents perceive the contribution of Arada capacity building office toward community capacity building for full range participation of the people in different priority settings as good , 20 (28%) responded very good and the other 18 (25 %) responded excellent and remaining 6 (8%) see the contribution as very poor and poor. Open ended questions were also given for the respondents who were reacted poor and very poor to explain their reasons . 53 (74 %) of them were responded that the office was busy on political issues and implementation of government policies and strategies without full participation of the community and most of the time awareness creation done for civil servants for those policies and strategies were practiced. Some of them were not voluntary to write their reasons. This implies , Arada capacity building office is working in community capacity building for full range participation of the people in different priority settings but, it is at the inception level .

As mentioned at the literature review, a variety of community groups and institutions contribute to community capacity. Each is a potential partner in the work of strengthening the viability and vitality of communities. Arada Sub-City Capacity Building Office is not the only actor in community capacity building there are also other government offices .

To assess the role of other government offices in community capacity building in Arada sub-city, respondents were requested to express their opinion. To this end, they were provided with a list of five options ranging from excellent to very poor.

Table 7. Response of respondents about Contribution of Other Government Offices in community capacity building in Arada Sub - City.

Response variables	Response number	%
Excellent	11	15
Very good	19	27
Good	38	53
Poor	4	5
Very poor	-	-
Total	72	100

Source: questionnaire

The result in the table 7 above revealed that out of the respondents more than half 38 (53%) of the respondents perceive the role of government agencies , commissions and boards in community capacity building in Arada sub-city as good , 19 (27%) responded very good and the other 11 (15%) responded excellent and the remaining 4 (5%) reacted as poor.

Open ended questions were also given for the respondents who were reacted excellent , very good and good to explain their opinion. Most of them were expressed their opinion such as awareness creation campaigns: anti corruption commission prepared consultative meetings on how to protect corruption in 2015 , Red cross prepared community meetings on how to treat seriously harmed people in 2013 , Human right commission prepared community meetings on ones rights and ones duties in 2015 , Electoral board prepared local community meetings on how to use their single card and awareness creation during pre election in 2015 and police prepared local community meetings on how to protect crime . Besides ,for example, slogans such stop corruption , your single card is decisive to build democracy, prevent crime , prevention is better than curing , disability is not inability and Sira Kbur new etc. The interviewees of the Arada Capacity building office , Children, Youth and Women office and Social and civil affairs office also strongly agree in this respect about

the role of the above actors . This implies , other government offices are working in community capacity building for full range participation of the people in different priority settings but, more is expected to work closely with the responsive offices of Arada sub city .

3.2.2 The Contribution Of the formal CSOs In community capacity building for full range community participation in different community agendas .

According to (Diamond, 1994) Civil society organizations are widely believed to have the potential to make a positive contribution to capacity building and democratization and civil society provides a vehicle through which citizens can pursue common goals, participate in and influence public affairs, and practice democratic values of tolerance, consensus building and free and open debate . According to Hadenius and Ugglå (1996), CSOs that are internally democratic and motivated by broader societal concerns can make a positive contribution to the process of capacity building and democratization by fostering pluralism, promoting democratic values and enhancing community participation.

As the researcher assessed from different documents , open-ended questionnaires and interviewees of Administrator , Supervisors and Experts of capacity building office of Arada sub-city; Children, Youth and Women office and Social and civil affairs office; there are donor dependent few number of formal or registered CSOs engaged in community capacity building in Arada sub-city.

In general, these few number of formal CSOs are playing a crucial role in Changing community attitudes ,in giving technical support , advice and financial support , enhancing public awareness and community participation in different activities with cooperation with the responsive offices Arada Sub-City Administration Women`s , Youth empowerment and beneficiaries core process , Arada Sub-City Administration Women`s , Children`s and Youth Affairs office(Women`s , Youth mobilization and participation core process) Arada Sub-City Administration Women`s , Children`s and Youth Affairs office(children rights , protection core and support core process and Gender mainstreaming).

In particular ,the Contribution Of formal or registered CSOs in community capacity building for full range community participation in different community issues is summarized in the table below:

Table 8. The Contribution Of formal or registered CSOs in community capacity

CSOs	Contribution
<p>The African Network for Prevention and Protection against Child Abuse and Child Neglect (ANPPCAN) it is an indigenous CSO.</p>	<ul style="list-style-type: none"> - Capacity building trainings: ANPPCAN Support SCS partner organizations, religious leaders, Idirs and traditional association leaders to organize public discussion forums on child protection and Physical and Humiliating Punishments (PHP). Establish and support task forces to monitor and follow up reporting of child abuse and measures taken. - Awareness raising and direct support to children- providing information to community and children about their role in reporting child abuses , - Raise awareness of children and support them to report cases of Physical and Humiliating Punishments to police stations, - Public awareness and Strengthening organizations of children to fight against Physical and Humiliating Punishments (PHP): using the Day of the African Child and the Day of Action against Child Violence to create public awareness on child protection issues. Establishment/strengthening of children's parliaments and in collaboration with government structures and child protection clubs work on raising awareness of children and parents to be involved on issues focusing on PHP. - Raising awareness of the public, law enforcement bodies, school communities, community workers, Idir members and local association members, women and youth associations on child protection and banning of PHP in schools, child care institutions and in homes will be done through training and the mass media. - Operates child center that promote child participation, educate

	<p>parents on child rights, provides educational support (Birr 1,184,133 over a period of four years).</p> <p>Source; ANPPCAN, annual report , 2013</p>
<p>Enat Weg (founded recently) , it is volunteer association .</p>	<ul style="list-style-type: none"> - Assists trafficked and abused children through provision of shelter , family reunion services and capacity building activities such as consultative workshops and panel discussions . - Working in school feeding for the poors and empowerment of women. - Raising the awareness of citizens by playing an active role in the consultations particularly, engaged in : entrepreneurship by giving start-up capital for marginalized part of the community. <p>Source ; Enat Weg , annual report ,2014</p>
<p>Plan International</p>	<ul style="list-style-type: none"> - prepared Consultative workshops to Support street children and support through provision of educational and legal services. - Engaged in giving entrepreneurship with start-up capital ,skill development and leadership development for youth, orphans and elderly people as well as prostitutions . As well as to enable the traditional CSOs or Community Based Organizations (CBOs). <p>Source ; Plan International annual report , 2011</p>
<p>Save Heaven</p>	<ul style="list-style-type: none"> - Capacity building. Training of health personnel both for the government and for communities; construction and repair of health facilities for communities and the government (clinics, hospitals, health posts, etc); provision of drugs, vaccines and medical equipment and supplies to the public health sector. - Undertakes community conversation on children and women issues through organizing coffee ceremony and door to door

	<p>awareness creation services for the society .</p> <p>- Engaged in helping children empowerment to change their life radically.</p> <p>Source ; Save Heaven , report , 2014</p>
Organization of Social Service On AIDS (OSSA)	<p>- Engaged in awareness raising issues particularly , working closely with prostitutions issues consulting them and giving start-up capital to start other business.</p> <p>Source; OSSA , report , 2014</p>

To cross check the contributions and the major achievements of the formal / registered CSOs in the community capacity building in Arada sub-city , questionnaire respondents were requested to express their opinion. To this end, they were provided with a list of five options ranging from excellent to very poor .

Table 9. Response of respondents about the Contribution and major achievements of the formal or registered CSOs in community capacity building in Arada sub-city.

Response variables	Response number	%
Excellent	31	43
Very good	24	33
Good	15	21
Poor	2	3
Very poor	-	-
Total	72	100

Source; Questionnaire

The result in the table 9 above revealed that out of the respondents 31 (43%) of the respondents perceive the roles and major contribution of the registered CSOs in the community capacity building in Arada sub-city as excellent , 24 (33%) responded very good and the other 15 (20%) percent responded good and remaining 2 (3%) see the roles and major achievements of the registered CSOs in the community capacity building in Arada sub-city as poor. This implies , registered CSOs are working in community capacity building for full range participation. out of the respondents 31 (43%) of the respondents perceive the roles and major contribution of the registered CSOs in the community capacity building in Arada sub-city as excellent , 24 (33%) responded very good . In addition , when we see the above table they were contributed a lot in community capacity building .

3.2.3 The contribution of informal CSOs in community capacity building for full range community participation in different community agendas.

As documented in OSJE (2007:35), traditional CSOs or Community Based Organizations (CBOs) are one of the types of CSOs in Ethiopia : This is a group of various self-help organization which include Idir, Debo, Iqub, Mahber, Ezen, etc that have existed in Ethiopia's traditional society generations. Their main existence is to provide self-reliance for individuals, household, and the larger local community and they are the base to community Capacity building.

The opinion of key informants of Capacity building office , Children, Youth and Women office and Social and civil affairs office regarding the role of the traditional CSOs such as idir, ekub, mahber and other similar cultural associations in community capacity building for full range participation in different community agendas in Arada sub-city perceived as excellent . These are a bridge between the administration and the grass - root community.

The leaders of idir , community committee (CC) , religious fathers , Mahbers and other associations have raised community issues and recommend to became government issues and to facilitate awareness raising meetings ,campaign , workshops on different community issues like gender mainstreaming ,child abuse ,crime ,rape ,environmental hygiene, gangsters and prostitution issues etc.

To cross check the contribution of the traditional CSOs such as idir, ekub, mahber and other similar cultural associations on community capacity building , respondents of the questionnaire were asked to select from the list of five options ranging from very weak to very strong.

Table 10. The role of the informal or unregistered traditional CSOs such as idir, ekub, mahber and other similar cultural associations on community capacity building for full range community participation in different community agendas in Arada sub-city.

Response variables	Response number	%
Very strong	39	54
Strong	15	20
Moderate	10	13
Weak	5	7
Very weak	4	6
Total	72	100

Source; Questionnaire

Table 10 shows that 39 (54%) of the respondents have an opinion that the role of the traditional CSOs such as idir, ekub, mahber and other similar cultural associations on community capacity building for full range participation in different community agendas in Arada sub-city is very strong. Out of the total respondents 15 (20%) perceive as strong and 10 (13%) perceives as moderate while those who see as weak and very weak accounts 9 (13%).

The leaders of idir , community committee (CC) , religious fathers , Mahbers and other associations have raised community issues in their consultative meetings and recommend to became government issues and to facilitate awareness raising meetings ,campaign , workshops on different community issues like gender mainstreaming ,child abuse ,crime ,rape ,environmental hygiene, gangsters and prostitution issues etc.

The opinion of key informants of Capacity building office , Children, Youth and Women office and Social and civil affairs office regarding the role of the traditional CSOs such as idir, ekub, mahber and other similar cultural associations on community capacity building for full range participation in different community agendas in Arada sub-city perceived as excellent . The leaders of idir and community committee (CC) have raised community issues to became government issues and recommended the administration to facilitate awareness raising meetings ,campaign , workshops on different local community issues.

This implies , unregistered CSOs are working in community capacity building for full range participation better than other actors. out of the respondents 39 (54%) of the respondents perceive the roles and major contribution of the unregistered CSOs in the community capacity building in Arada sub-city as very good . And also the opinion of key informants of Capacity building office , Children, Youth and Women office and Social and civil affairs office regarding the role of the traditional CSOs such as idir, ekub, mahber and other similar cultural associations on community capacity building for full range participation in different community agendas in Arada sub-city perceived as excellent .

3.3. The Extent of CSOs Participation in community capacity building in Arada Sub-City

To assess the extent of CSOs in the community capacity building in Arada sub-city, respondents are requested to express their opinion. To this end, they were provided with a list of five options ranging from no participation to very actively.

Table 11. Degree of Extent CSOs Participation in community capacity building

Response variables	Response number	%
Very actively	19	26
Actively	23	32
Less actively	30	42
No participation	-	-
Total	72	100

Source; Questionnaire

The result in the table 11 revealed that 19 (26%) of the respondents perceive the extent of CSOs participation in the community capacity building in Arada sub-city as very actively. The other 23 (32%) responded actively and remaining 30 (42%) see the participation as less actively. This implies , both registered and unregistered CSOs are working in community capacity building but , in shallow manner .

3.4. Cooperation of CSOs with the responsive office capacity building office of Arada Sub-city in CCB. To assess the motivation of the civil society organizations in community capacity building respondents are requested to express their opinion. To this end, they were provided with a list of five options ranging from excellent to very poor .

Table 12. Degree of motivation civil society organizations to improve community capacity in Arada sub-city

Response variables	Response number	%
Excellent	10	14
Very good	20	28
Good	37	51
Poor	5	7
Very poor	-	-
Total	72	100

Source; Questionnaire

The result in the table 12 revealed that out of the respondents more than half 37 (51%) of the respondents perceive the motivation and commitment of civil society organizations in community capacity building perceived as good , 20 (28%) responded very good and the other 10 (14%) responded excellent and remaining 5 (7%) see the motivation of CSOs in community capacity building as poor.

Regarding cooperation with the administration , the questionnaire respondents responded that 35 (49 %) of the respondents perceive the degree of cooperation between the CSOs specially, the informal CSOs and the capacity building office of Arada Sub-City with regard to enable the community on their issues is very strong . The 20 (28%) responded that the degree of cooperation is strong and the other 14 (19%) replied moderate relationship and remaining 3(4%) see the degree of cooperation between the CSOs and the capacity building office of Arada Sub-city as weak. As the researcher assessed from Different documents on the local CSOs and Capacity building office , Children, Youth and Women office and Social and civil affairs office there was smooth cooperation between them , specially the office had close relation with idir leaders , religion fathers,

school clubs , community committee (CC), youth associations ,Women associations and residents forum . But, most interviewees of the formal international CSOs perceived the cooperation with the administration as full of mistrust between them.

This implies , CSOs are contributed and motivated in community capacity building as far as their resource , skill and number of staff etc. And regarding their relationship between government and CSOs full of mistrust between them.

3.5. Challenges of Civil Society Organizations in community capacity building

CSOs face a variety of difficulties and challenges and suffer from a number of inherent limitations. According to the information obtained from different documents , key persons of CSOs in the study area, majority of the organizations are small in size. They are engaged in small-scale operations and operating only with a few staff. They have limited staff capacity to conduct scientific research and identify the gaps observed in community. The main challenges include:

First, misconception of the government : activities and programs of CSOs are regarded by the government as a political activity. This misconception arises due to lack of experience in democratization process, low level of awareness about rights and roles of CSOs and lack of self-confidence among government officials.

Second , there is a tendency of groups/organizations to operate either in isolation or competition with others . This leads to duplication of efforts and wastage of resources. Third ,lack of resources : lack of resources primarily finance is another critical challenge for CSOs in the achievement of their goals. CSOs are dependent on foreign funds. Fourth , lack of public support : little or no support from public is another critical challenge. This is due to illiteracy, lack of experience and unable to access target groups. Fifth , Poor institutional establishment: CSOs have also faced problems of sustainability, accountability, transparency and clarity of objectives.

Thus, CSOs have been accused of lacking transparency and democratic internal procedures, and some even for having hidden agendas. Sixth , lack of awareness about roles of CSOs and frequent turnover of government officials. Lack of awareness of government officials about roles of CSOs especially at lower levels of administration is critical. The frequent of turnover of government officials at various levels of administration also disrupts communication and continuation of preplanned activities of CSOs. Seventh , government interferences: government interference in the activities of CSOs is also

another challenge. This implies , CSOs faced many obstacles beyond their capacity which needs support from other stakeholders such as the main actor (government) and the community itself .

3.6. Inclusiveness of community in different priority setting and policy making agendas

To assess the inclusiveness of community in policy making and priority setting activities in Arada Sub - City, respondents were requested to express their opinion. To this end, they were provided yes or no options .

Table 13 . Degree of Inclusiveness community in priority setting activities

Response variables	Response number	%
Yes	22	31
No	50	69
Total	72	100

Source; Questionnaire

Regarding inclusiveness of community in priority setting and policy making activities in Arada Sub - City , from the 72 questionnaire respondents , 50 (69 %), of the respondents reacted that not participated in priority setting agendas in Arada sub-city . However, 22(31 %) of the respondents indicated that they were participated in different priority setting agendas in Arada sub-city . Open ended questions were also given for the respondents to explain their reasons for why not participating in community capacity building activities . Some of them reacted that the reason was no understanding about the policies and programs . This implies , all the community were not included in community capacity building activities and in priority setting agendas.

3.7 progress of community participation and its inclusiveness in decision making on their own issues .

As indicated in the literature review there are indicators of full range community participation ; If participation has to be complete it must be done at five levels: at Priority setting, at Planning, Producing, Paying (financing) and Consumption.

According to Mukasa (2000) Being involved in a process is not equivalent to having a voice. Voice needs to be nurtured. People need to feel able to express themselves without fear of reprisals or the expectation of not being listened to or taken seriously. And this, of course, cannot be guaranteed no matter how well-meaning the instigators of the process may be. While those who initiate participatory processes at the community level may create space for people to speak up and out, they have no control whatsoever over what may happen as a consequence . And according to Gaventa and Robinson, (1998) translating voice into influence requires more than simply effective ways of capturing what people want to say; it involves efforts from above and from below.

To assess the progress of community participation in decision making activities in Arada Sub - City, respondents were requested to express their opinion. To this end, they were provided five options ranging from excellent to very poor .

Table 14. The progress of community participation

Response variables	Response number	%
Excellent	-	-
Very good	5	7
Good	12	17
Poor	23	32
Very poor	32	44
Total	72	100

Source; Questionnaire

The result in the table 14 revealed that out of the respondents no one says excellent , 5 (7%) of the respondents perceive the progress of community participation in decision making activities in Arada Sub - City as very good , 12 (17%) of the respondents perceive the progress of community participation in decision making activities in Arada Sub - City as good , 23 (32%) of the respondents perceive the progress of community participation in decision making activities in Arada Sub - City as poor and rest 32 (44%) of the respondents perceive the progress of community participation in priority setting and decision making activities in Arada Sub - City as very poor. Open ended questions were also given for the respondents to explained their opinion regarding the progress of

participation in priority setting and planning activities ; most of them reacted that the progress is slow . As indicated in table 9 above, 50 (69 %), of the respondents reacted that not participated in priority setting agendas in Arada sub-city . Open ended questions were also given for these respondents to explained their reasons for why not participating in community capacity building activities .

Some of them reacted that the reason was no invitation from the administration and the level of awareness in the community is very low . Similarly, the same question was asked for interviewees of Capacity building office , Children, Youth and Women office and Social and civil affairs office to express their views on the progress of community participation in priority setting agendas in Arada Sub-City. The result obtained was almost similar with the results obtained from the respondents who reacted yes. As the key interview respondents responded that the lack of awareness in the community and in different level of the administration was the main obstacles.

Regarding inclusiveness in community capacity building activities in Arada Sub - City, respondents were requested to express their opinion. To this end, they were provided yes or no options . From 72 respondents the 21 (29%) of the respondents indicated that they were participated in different community capacity building activities . But , 51(71 %), of the respondents reacted that not participated in community capacity building activities to improve their ability of participation in priority setting in Arada Sub-City. Open ended questions were also given for the respondents to explain their reasons for why have not participated in community capacity building activities . Some of them are not voluntary to write their reasons. But, some of them reacted that due to time constraint. This implies , the participation of the community is very poor , they cannot influence the government .

3.8 The main challenges faced by the community to participate on their own agendas in the target area.

Individuals and community organizations face many potential barriers and challenges to participate on their agendas . As indicated in the literature review, Illiteracy is an inhibiting factor in community participation. This is because illiterate people may be marginalised by professional and technical communication during the community-participation process (Meyer, Cupido and Theron, 2002:65) and another reason for non-participation is because the spaces in which meetings and other participatory events take place are culturally associated with groups to which they do not belong or activities with which they are unfamiliar or uncomfortable (Rachel Hinton (1995).

According to Gore and Figueiredo (1997) , also Self-exclusion and social exclusion are some of the barriers to participate. They broadly, defined social exclusion refers to the societal and institutional processes that exclude certain groups from full participation in the social, economic, cultural and political life of societies. The concept goes beyond the focus on income deprivation as a cause for marginalization of individuals or social groups (Gore and Figueiredo, 1997). Self-exclusion is also one of the barriers that potential participants choose to exclude themselves from governance because: [1] they decide it is not for them ,[2] they think their interests may be better served by shifting the game into other,[3] less formal arenas where the rules work more in their favour and [4] being denied the chance to participate becomes a rallying point around which alternative forms of collective action develop.

According to the information obtained from the respondents of the questionnaire, from key informants of government offices, from open ended questions and from different documents in the study area the barriers generally include :

(1) Lack of knowledge: lack of access to information about government policies , programs and services is critical problem. If the understanding the community about the policies and the processes is less, they cannot impact government programs and policies , (2) lack of Resources: inadequate resources such as adequate funding, government training programs, education, leaders, and volunteers to support local causes and initiatives , negatively affected the community's ability to effectively influence the government and full participation , (3) lack of communication: both government and communities frustrated by the lack of opportunity to communicate with one another. This limitation may be partially the result of an absence of listening mechanisms within the government structure itself. Government departments are primarily concerned with their own area and there are relatively few mechanism by which information can be conveyed across departments and (4) the Relationship matters: the relationship between communities and government is strained by the community perception that governments do not understand community issues and impose policies and programs that negatively affect communities. Government is also seen as sometimes downloading responsibilities on local communities without providing the necessary resources (e.g., financial support, Awareness raising programs and without common understanding).

CHAPTER FOUR: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter has three sections. The first section summarizes the whole research. The second section presents the conclusion of the research and the last section suggest potential recommendations to enhance community participation in different public agendas in Arada sub - city.

4.1 Summary

The main objective of the study was to assess community capacity building for full range participation in Arada Sub - City administration. In achieving this objective, the study attempted to answer the following basic questions.

1. What are the lacking capacities in all community capacity builders to improve community participation ?
2. Do actors have the motive and commitment to build community capacity for full range participation ?
3. What are the roles of government offices in community capacity building in the target area ?
4. What are the basic roles and contributions of local or international CSOs actors in community capacity building for full range participation ?
5. What are the main obstacles of the community to participate on their agenda ?
6. What does look like the cooperation between the government offices and CSOs in Arada Sub-City in community capacity building ?

To collect the necessary information questionnaire, interview, review of documents were employed and descriptive research method was used for the purpose of the study.

The respondents of the study were dwellers of Arada Sub -City , 5 key persons of CSOs such as program coordinators and executives and 5 key persons of Capacity building office , Children, Youth and Women office and Social and civil affairs office such as administrators, supervisors and experts. Eighty questionnaires were distributed, of which 72 has been properly filled and returned.

The findings also revealed that the informal CSOs are active participants in community capacity building in Arada Sub-City. However, the access to the grass root community , operating in small scale , few staff and continuity are main weaknesses of the CSOs.

With regard their roles and contributions in community capacity building CSOs are:

All the CSOs are playing a crucial role in Changing community attitudes , giving technical support and consultative workshops , enhancing public awareness and community participation in different awareness raising programs in social evil activities (such as rape, HIV/AIDS, child abuse , illegal child trafficking), women`s right and other activities with cooperation with the respective offices in Arada Sub-City Administration .

Apart from this, some strengths and weaknesses and challenges are observed by CSOs in community capacity building.

The strengths include; willingness of some organizations to work in collaboration and coordination with the offices , provide entrepreneurial training , counseling services; covering training costs, providing sponsorship for experience sharing, conducting awareness raising programs in social evil activities (such as rape, HIV/AIDS, child abuse), women`s right and others. On the other hand, the major weaknesses include; The main lacking capacities of CSOs in community capacity building include; they are not yet fully reached at the grass - root; there is a tendency of groups to operate either in isolation or competition with others; limited staff capacity to conduct training by identifying the gaps observed in community through scientific research; lack of utilizing their right properly , some join in associations to benefit themselves illegally, lack of full participation and redundancy.

CSOs had faced various challenges in the achievement of their objectives towards community capacity building in Arada Sub-City. These factors have implications on their autonomy and effectiveness of programs. Mistrust: this misconception arises due to low level of awareness about CSOs and lack of self-confidence among government officials ; lack of resources ; lack of resources primarily finance is another critical challenge for CSOs in the achievement of their goals ;

lack of public support: little or no support from public is another critical challenge. This is due to illiteracy, lack of experience and unable to access target groups ; lack of awareness about roles of CSOs and frequent turnover of government officials: lack of awareness of government officials about roles of CSOs especially at lower levels of administration is critical. The frequent of turnover of

government officials at various levels of administration also disrupts communication and continuation of preplanned activities of CSOs. As mentioned above, the state is one of the main actors in community capacity building . Arada capacity building office, Children, Youth and Women office and Social and civil affairs office were played their role in community capacity building.

The Sub-City has the different mechanisms and arrangements to build community capacity : residents forum ,youth forum ,women`s association and women`s forum as a channel to access the grass roots .

The Arada Sub -City government offices facilitate panels , meetings ,experts , training , hall and other awareness raising activities to raise question , feedbacks , community issues . To build community capacity for example, Sub -City has been prepared panel discussions for 1000 participants ten times per year in Sub -City wide.

Apart from this, some weaknesses are observed by Arada capacity building office in community capacity building. The weaknesses include; most of time the office was busy on political issues and implementation of government policies and strategies without full participation of the community and awareness creation for civil servants for those policies and strategies.

The offices are operating in collaboration and partnership with different stake-holders on issues of gender mainstreaming , affirmative action ,HIV AIDS , orphans , school feeding and on issues of prostitution , harmful traditional practices , child abuse , counseling to victims. And prepared different awareness raising panel discussions, consultative workshops and meetings. To create the required awareness for the aforementioned problems (Generally, to create gender equality aware society) to this end the Children, Youth and Women office has been prepared different activities .

For example , in 2014/2015 the children ,Youth and Women office prepared various awareness raising panels for 40,597 participants drawn from various part of the society (Arada Sub - City residents , religious fathers, civil servants , association leaders and leaders of the Sub - City) and for victims of sex harassment (male and female) gave counseling and panel discussions for 3033 victims this year. And the office prepared awareness raising activities about illegal child trafficking , child right , child security and harmful traditional practices for about 23,483 participants including Idir leaders (cost 700, 000 Birr).

Cooperation between the CSOs and the capacity building office of Arada Sub-City with regard to enable the community on their issues:

According to the interviewees of the Capacity building office , Children, Youth and Women office and Social and civil affairs office the cooperation with CSOs such as Save Heaven , OSSA and plan international is good ; according to the interviewees , the continuations of the CSOs in community capacity building is a big problem . But according to the interviewees of CSOs the cooperation with the Children, Youth and Women office and Social and civil affairs office is perceived as a full of mistrust between them.

4.2. Conclusions

Based on the data presented and analyzed in chapter three of the study, the following conclusions are drawn by the researcher focusing on the efforts and contributions with respects to the practices made in community capacity building. Different actors such as Arada Sub - City capacity building office , Children, Youth and Women office and Social and civil affairs office are currently operating to build community capacity together with other formal and informal CSO were played their role in community capacity building to enable the community . But , participation of the community in decision making and in community capacity building activities is so far very poor.

Even though , the government have the primary responsibility for ensuring community capacity building , CSOs play a direct role in the joint efforts to create aware society in priority setting and planning .

Mainly , the contribution of the informal traditional CSOs such as idir, ekub, mahber and other similar cultural associations in CCB was important .

As the researcher assessed the cooperation between the informal traditional CSOs such as idir, ekub, mahber and other similar cultural associations and government offices such as Capacity building office , Children, Youth and Women office and Social and civil affairs office had good cooperation between them. But, the cooperation with formal CSOs was not smooth and full of mistrust between them.

CSOs in Arada Sub-City are active and continue to play an important role and have remarkable contributions in changing community attitudes , giving technical support and advice , enhancing public awareness and community participation in different activities with cooperation with the Arada Sub-City Administration .

In short, CSOs in Arada Sub-City are working to fill up the gap between the government and the society by way of doing government`s job in community capacity building . These are clearly visible in awareness raising programs in social evil activities (such as rape, HIV/AIDS, child abuse , illegal child trafficking), women`s right and gender mainstreaming activities with cooperation with the respective offices in Arada sub-city Administration . CSOs in Arada Sub-City have the strength of working in community attitudinal change and helping to improve their skill through various mechanisms . But, these contributions often lack access to grass root and continuity.

Even though , Arada Sub - City Capacity building office , Children, Youth and Women office and Social and civil affairs office are currently operating to build community capacity together with other formal and informal CSOs and government offices but the progress of community participation in priority setting and in decision making is poor ; when we compare with the indicators of full range community participation .

Shortly, we can conclude : the community is passive participant in both the participation of community in capacity building and participation in priority setting and decision making . As a result , the community can not influence the government. Because , government informing decision what has been decided. People participate by being told what has been decided or has already happened .

4.3. Recommendations

Taking in to considerations of the findings obtained and conclusions drawn, the following recommendations are suggested:

The CSOs faced by challenges in CCB specially ,lack of capacity and finance , therefore the government should understand their problems and help them , because without their active participation we cannot create capable community.

It is clear from the preceding discussions different actors government offices , and both formal and informal CSOs are working to improve community capacity in Arada Sub - City in different degree of participation.

As the findings revealed the role of the traditional CSOs such as idir, ekub, mahber and other similar cultural associations were played remarkable role in community capacity building in Arada Sub - City but their way of doing is not networked . Therefore , should coordinate and support them how to access the grass root .

As we understand from the above discussion all stakeholders are playing their role in community capacity building . However, the participation of the community in priority setting and planning is still very poor . Therefore , in each community or region it should be a network of government agencies, traditional CSOs (idir , Mahber and iqub) , non - profit organizations, private sector businesses, community groups and individuals who can support community capacity building. Community capacity building depends not just on how well individual players perform, but how the whole network operates together.

Now, as global change demands greater community capacity and full participation in their own issues to manage change ; the ability of the administration to contribute to community capacity becomes more important. Therefore , Arada Sub - City capacity building office , Children, Youth and Women office and Social and civil affairs office should involve more than ever the community in priority setting and planning stage. For example , should involve at the inception of policy and program initiations not only at the implementation stage in inclusive manner . As capacity of the community increase , participation of the community also increase .Therefore , all stake holders specially, the main actor should playing its critical role to create active community .

A major challenge of most CSOs is dependency on donors for financial and material resources deemed essential for carrying out their activities. To overcome this challenge will require the government and society to recognize the important role of CSOs. The government must realize the role of CSOs in community capacity building and should also establish various types of incentives. Citizens have also take part in the activities of CSOs through participation and contribution. They should develop culture of voluntarism and financing CSOs. CSOs on the other hand should institutionalize formal procedures, which enhance accessibility to the grass root, sustainability, accountability and transparency.

Community capacity building can be ensured with great participation of stakeholders whether governmental or non-governmental organizations at different levels in trustful manner. Despite, the efforts made to community capacity building to bring in to full participation, different actors already tried to built the community but, participation of the community is at lower level. So the actors should be include all part of the community in community capacity building.

There are still civil society organizations that didn't participate in community capacity building. Therefore, Offices should make efforts to invite all actors not only invite but also help them and work more closely and participate all organizations from planning up to execution in community capacity building programs.

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Appendix

ADDIS ABABA UNIVERSITY SCHOOL OF GRADUATE STUDIES

Department of Public Administration and Development Management

Faculty of Business and Economics

Assessment of Community Capacity Building for Full Range Participation In Addis Ababa City Government: The Case of Arada Sub-City

Dear respondent,

My name is G/kidan G/tsadik and I am Masters of Public Administration (MPA) student in the department of Public Administration and Development Management at Addis Ababa University under supervision of Dr Fanta Mandefro. I am kindly requesting you to contribute your part in the research by providing requested information in the questionnaire. Your response will be kept confidential.

My thesis is entitled as Assessment of Community Capacity Building for Full Range Participation In Addis Ababa City Government: The Case of Arada Sub-City. I want to thank the respondent in advance for cooperation. Please, feel free to contact on 0912084425 or at blengere19@gmail.com

Yours Sincerely,

G/kidan G/tsadik

I. Questionnaire

Dear Respondents,

The objective of this questionnaire is to collect the necessary and relevant first-hand information that may be useful to conduct a Thesis regarding: assessment of community capacity building for full range community participation in Addis Ababa City Government: The Case of Arada Sub-City, which will be used to prepare a Thesis required for my MA degree. The study focuses specifically to assess community capacity building for full range community participation and the role of different actors such as civil society organizations and government offices such as Arada sub-city capacity building office and children , youth and women office . Therefore, your response in this regard helps a lot to undertake the

study. The result of this survey will be treated with utmost confidentiality and will be strictly used for academic purpose only.

The researcher thus appreciates in advance your cooperation and sparing your valuable time in filling this questionnaire.

Instruction; Please put “ ” mark on the box you need to choose and you can choose more than one answer (if any).

1. Gender: Female Male

2. Educational background under grade 10 10-12 11- level 4
 first degree second degree third degree and above

3. Are there civil society organization (youth associations, Woman associations and other) working to improve community capacity for full range participation on their own issues in Arada Sub-City?

a. Yes b. No c. Don't know

4. How do you express role of traditional CSOs such as idir, ekub, mahber and other similar cultural associations on community capacity building for full range community participation in different community agendas in Arada sub-city?

a. Very strong b. strong moderate
 d. weak e. Very weak

5. How do you express the roles and the major achievements of the registered CSOs in the community capacity building in Arada sub-city

a. Excellent b. Very good c. Good
 d. Poor e. Very poor

6. To what extent the capacity builders have been participating in community capacity building for full range community participation on their own issues in Arada Sub-City?

a. Very actively b. Actively c. Less actively
 d. No participation

7 . What is the degree of the relationship between the people and the capacity building office of Arada Sub-Cities with regard to enable the community on their issues?

- a. Very strong b. strong c. Moderate
 d. weak e. Very weak

8 . What does look like the motivation and expertise of the civil society organizations to improve community capacity in Arada Sub-City?

- a. Excellent b. Very good c. Good
 d. Poor e. Very poor

9. If your answer for question no 8 is poor and very poor, please explain the lacking capacities-----

10 . Did you invite in community capacity building activities to improve your ability of managing changes ?

- a. Yes b. No

11 . If your answer to question No 10, is No what is the reason?

12 . How do you express the commitment and contribution of Arada capacity building office , Children, Youth and Women office and Social and civil affairs office toward community capacity building for full range participation of the people in different priority settings ?

- a. Excellent b. Very good c. Good
 d .Poor e. Very poor

13. If your answer for question no 12 is poor and very poor, please explain

13 . Are you participating fully on your community priority setting agendas in Arada Sub-City?

- a. Yes b. No

14 . If your answer to question No 13 is no, what are the reasons? Please explain

15 . What challenges faced by CSOs in community capacity building in Arada Sub-City ? please explain briefly:

16 . How do you express the contribution of other government offices in community capacity building ?

- a. Excellent b. Very good c. Good
d. Poor e. Very poor

17. If your answer to question No 16 is excellent ,very good and good , Please explain

18. How do you express the commitment of actors toward community capacity building ?

- a. Excellent b. Very good c. Good
d. Poor e. Very poor

19 . How do you express the progress of community participation on their own issues ?

- a. Excellent b. Very good c. Good
d. Poor e. Very poor

20. If your answer to question No 19 is excellent or very poor , Please explain

II . Interview Questions for key informants in Arada Sub-City administration and children , youth and women office

1. What is your position? -----

2. What is the role and contributions of your office on community capacity building in Arada sub-city in addition to service delivery for full range community participation?

3. Are there any CSOs are engaging on community capacity building for full range community participation on their own issues in Arada Sub-City? please explain the contributions they have made so far ?

4. How do you express the role of traditional CSOs such as idir, ekub, mahber and other similar cultural associations and the registered CSOs on community capacity building for full range community participation in different community agendas in Arada Sub-City

5. What does look like the relationship between your office and CSOs in relation to community capacity building?

6. How do you evaluate the participation of civil society organizations (CSOs) in community capacity building to enable the community ?

- | | | | | | |
|----------------|--------------------------|--------------|--------------------------|----------|--------------------------|
| a. Very Strong | <input type="checkbox"/> | b. Strong | <input type="checkbox"/> | moderate | <input type="checkbox"/> |
| d. Weak | <input type="checkbox"/> | e. Very weak | <input type="checkbox"/> | | |

7. How do you evaluate the progress of community participation in priority setting activities?

III . Interview Questions for key informants of Civil Society Organizations

1. Do you have been participated to improve community capacity to participate fully on their agenda in Arada Sub-City?

- a. Yes b. NO

2. What does looks like the cooperation between your organization and government offices in improving community capacity in Arada Sub- City ?

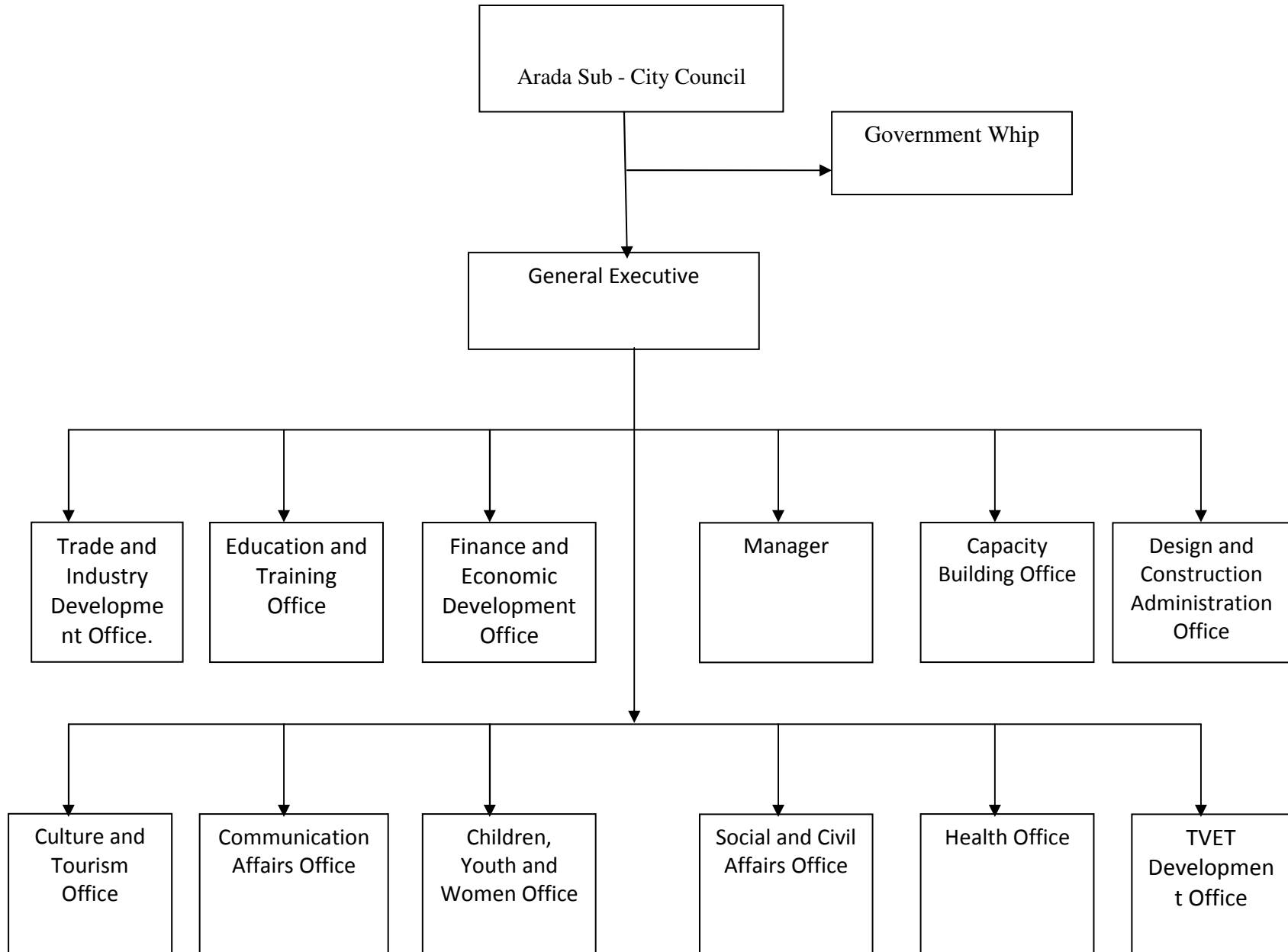
- a. Very Strong b. Strong Moderate
d. Weak e. Very Weak

If any

3. What are the remarkable contributions of your organization on community capacity building in Arada Sub-City ? if any, please some examples or experiences -----

4. What challenges did you faced ? -----

Structure of Arada Sub City



ADDIS ABABA UNIVERSITY
 FACULTY OF BUSINESS AND ECONOMICS
 DEPARTMENT OF PUBLIC ADMINISTRATION AND DEVELOPMENT
 MANAGEMENT

ASSESSMENT OF COMMUNITY CAPACITY BUILDING FOR FULL RANGE COMMUNITY
 PARTICIPATION IN ADDIS ABABA CITY GOVERNMENT : THE CASE OF ARADA SUB - CITY

G/KIDAN G/TSADIK

Approved by Board of Examiners :

Fanta Mandefro (PhD)		
Advisor	Signature	Date
Shimels Zewdie (PhD)		
External examiner	Signature	Date
Berhanu Temesgen (Ato)		
Internal examiner	Signature	Date
Chair Person		
	Signature	Date