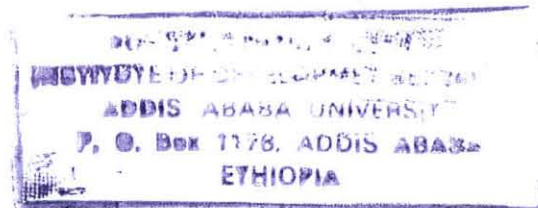


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**ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES
INSTITUTE OF DEVELOPMENT
RESEARCH (IDR)**



**THE ROLE OF COMMUNITY BASED INSTITUTIONS IN
ENHANCING SUSTAINABLE RURAL DEVELOPMENT THE
EXPERIENCE OF AGRI-SERVICE ETHIOPIA, LAOMAMA
MEDIR WEREDA, NORTH SHOWA.**

BY: TESHOME DAHESSA GUTTAMA

**JUNE 2007
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**A Thesis Submitted to the school of Graduate
Studies of Addis Ababa University**

**In Partial Fulfillment Of The Requirements Of The Degree Of Master
Of Arts In Development Studies-Livelihood.**

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BY

Teshome Dahessa Guttama

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Acronyms

ACCESS	Appropriate Cost Effective Children within School System
ASE	Agri-Service Ethiopia
CBI	Community Based Institution
CC	Cooperative Commission
CBO/I	Community Based Organization/Institution
CFW	Cash for Work
CSO	Civil Society Organization
CRDA	Christian Relief And Development Association
DA	Development Agent
DPPA/C	Disaster Prevention and Preparedness Agency/Commission
E.C	Ethiopian Calendar
EPRDF	Ethiopian Peoples' Revolutionary Democratic Front
FGAE	Family Guidance Association of Ethiopian
FAO	Food and Agricultural Organization
FGD	Focus Group Discussion
FSS	Forum for Social Studies
FSWC	Forestry, Soil, Water Conservation
G.C	Gregorian calendar
IDR	Institute of Development Research
IFAD	International Food and Agricultural Development
IFSP	Integrated Food Security Program
IRDP	Integrated Rural Development Program
Hhh	Household Head
HIV/AIDS	Human Immuno Virus/Anti-Immunity Disease Syndrome
HTP	Harmful Traditional Practice
IPM	Integrated Pest Management
KA	Kebele Administration
Lmm	Lalomama medir
LNGO	Local Non Governmental Organization
LO	Local Organization
MBOP	Membership Based Organizations of the Poor
MoCB	Ministry of Capacity Building

MoJ	Ministry of Justice
NGO	Non Governmental Organization
PASDE	Plan for Accelerated And Sustainable Development to End Poverty
PRA	Participatory Rural Appraisal
SCo	Service Cooperative
SDPRP	Sustainable Development and Poverty Reduction Program
SNNPRS	Southern Nations, Nationalities and Peoples' Regional State
UK	United Kingdom
UNDP	United Nations Development Program
WB	World Bank

Abstract

This study was conducted in lalomama medir wereda, north shoa zone, Amhara National Regional State. The study was undertaken to investigate the role of local community based institutions in enhancing sustainable rural development with special emphasis on lalomama medir wereda community based institution.

Through focus discussion, key informant interview, semi structured interview and survey methods, data were collected from the sample kebele representatives and government sector offices and analyzed.

The findings of this research reveal that Lalomama medir wereda community based institution is a not-for-profit peasant's institution. It is exclusively peasants' membership organization that was established to maintain the problems solved and to solve the unsolved problems with new initiatives thereby forming vanguard for the efforts to sustain. It was initiated by Agri-service Ethiopia (ASE), and established in 2004 by the peasants who were program targets. It got legal personality from zonal justice office, an authorized government institution to register a not-for profit organizations.

The study results indicate that the action groups that were arranged to carry out different project activities were organizational foundation of the Lalomama medir wereda community based institution. Evidences indicate that the action groups vanished with the formation of Kebele institutions which later established wereda institution. The institution has three levels of governance structures. The highest governance level is the general assembly. This is the body that decides on policy issues, elects the board of management and audit and control committees. The board of management is the second higher body. The lower level is led by executive committee members. The study reveals that places in the leadership position are held by democratic election on the basis of one vote one man principle. However, women are not equally represented with men in the leadership positions of kebele executive committees. Absence of rural craftsmen-potters, blacksmiths, carpenters etc., from the positions of leadership at all levels seems also to constrain equal representation of the leadership.

Many valuable things that are of impinging impact on the lives of the community are intended by the institution in the area. Enhancing agricultural productivity thereby providing improved seeds, diversification of livelihood portfolio-vegetable, chicken, sheep and creating enabling environment for members to earn additional income are viable agricultural economic activities that are undertaken. Empirical evidence shows that 5894 members of the institution were served with different agricultural inputs of which 494 quintals of wheat were provided to 2276 households. 200 women were provided with pullets and cockerels. The women who were provided with chickens responded that they are able to cover their daily expenditure for petty household consumptions and in effect economically empowered. They also indicated that it has in addition raised their negotiation power as a result of which their role of decision on household issues is recognized by their husbands. Moreover, maintenance of schools, taking care of both human and livestock health, endeavors to curb the spread and effect of HIV/AIDS, creation of employment opportunity, offering of capacity enhancement training to members and other stakeholders, and rehabilitation of natural resources seem vital contribution of the institution to development of the wereda.

The institution however, appears to face many challenges. Firstly, it appears to have a marked budget shortage. Members' contribution is absolutely meager and seems unreliable. This may presuppose that the institution is not financially viable from the view point of members' contribution. Members' commitment appears also very low. The study indicates that the works

and viability of the institution is entirely dependent on the funds that are obtained from external (donor) agencies. The dependency syndrome could partly be attributed to uninformed membership composition and hinged limited capabilities that are critical factors to success. The institution was also organized and legally certified in such a way that it cannot employ income generating activities. Ego-centric incentive motive towards which members implicitly or explicitly incline to trawl daily income also seems to amplify their low commitment.

Moreover, the Lalomama medir wereda community based institution is a fledgling institution-only two years old, which supposedly puts its institutional vigor under pressure. Enormosity of the tasks, lack of knowledgeable development promoters at grass root level, externally expected fund, low education level and lack of compatible managerial skills and varied commitment of members appear to provide the institution challenges of maintaining services with undiminished momentum.

Nevertheless, the social, economic, environmental and political role it plays indicate that local community based institutions are important stimuli of development and their involvement is a necessary condition to bring about rapid development and ensure its sustainability. Despite its infancy, the multifaceted attempts that Lalomama medir wereda community based institution is making to enhance development of the area appears to substantially contribute to food security, poverty reduction, betterment of members and populace at large. Indeed it magnifies the phenomenal role that local institutions can play in fomenting and forming base rock foundation for sustainability of development of the wereda.

CHAPTER ONE: INTRODUCTON

1.1 Background

Development can be best understood as a process of transition from societies based on less to more advanced institutional arrangements. A fundamental requirement in development generally and in rural development particularly is one of enhancing the capacity to plan, coordinate and manage the process of socio-economic change. This in good part is a question of institution building (Fasil G/kiros 1985).

The problems of the rural poor, in the final instance, cannot be solved by anyone but themselves, and all solidarity efforts must be aimed at strengthening their own capacity for independent action (Sethi, 1983).

Ethiopia is a developing country. Its economy is predominantly based on agriculture. According to the Ethiopian Economics Association (2000/2001), about 85% of the population lives in the rural areas and is dependent on agricultural production. Ethiopia is generally characterized by high population growth rate, low income, severe environmental degradation and recurrent drought that have resulted in poor performance of agriculture for several years, so much so that it could not adequately feed its population from domestic production. Domestic production is estimated to supply only about 70% of the total food requirement. As a result majority of the rural population is vulnerable to persistent and frequent food insecurity and widespread challenges of poverty.

As indicated in the PASDEP (2005-2010), the challenges facing Ethiopia are daunting: the dynamics of population growth, very low productivity, structural bottlenecks, dependence on unreliable rainfall, and being land-locked combine to pose challenges almost unequalled anywhere in the world.

Needless to say, like newly emergent postcolonial countries of sub Saharan Africa, Ethiopia's development strategy in the early 20th century was basically aimed to bring about quick development thereby embarking on industrialization process that has been the fashion of the era and thought to immediately lift the country to modernization. To

keep attune with modernization perspective therefore, development efforts were informed by structural transformation thereby magnifying the primacy of industrialization. This appears to affect productivity of agriculture and the general economic arena of the country as the whole. As Eshetu Chole (1990) argues, to emphasize industry to the neglect of agriculture, would lead to stagnation in agriculture and-consequently-to stagnation in the economy as a whole.

All the efforts were indeed top-down initiatives of the government intended therefore to achieve modernization. They lacked genuine participation of citizens and did not have even minimum link with local institutional setting. Indeed the efforts were biased and informed with preferential tilts towards policy favored development areas. As Dejene Aredo (1990) suggested, past and present policies have been characterized by various types of biases: spatial bias (concentration of modern farm input and extension activities in limited geographical areas), scale and technological bias (preferential treatment of large farms), gender bias (women have been neglected in the design and implementation of rural development projects), and approach bias (the bottom-up approach in planning has been largely neglected). According to Yigremew (1999), though both the government development strategies and the reality on the countryside exhibit such a critical need of rural institutions, the task of establishing and maintaining such institutions has not been given enough attention.

The development initiatives disappointingly resulted in failure. Agricultural stagnation and predicament of the people became evident as are uniquely a characteristic features of the development efforts of the developing countries in the 1950's and all through the 60's. According to Dejene Aredo (1990), in line with development theories and policies of donors which accentuated only the instrumental role of agriculture to supply resources for industrial development, Ethiopia's agricultural sector was largely neglected in the late 1950 and early 1960s. Coupled with food insecurity and income poverty, this has exacerbated the misery of rural Ethiopia. Workneh (1999) argues that food insecurity and low income are the two major linked problems of Ethiopia's population in general and, of the rural population in particular.

Lalomama medir wereda is one of the localities in Ethiopia that have been grudgingly addressed to develop. Agriculture and health, education and public works, which according to Leonard et.al (1982) feature most development efforts aimed at improving the welfare of the rural poor, were least serviced to bring change in the lives of the people. Isolated geographically and lacking in basic services and linkages, the wereda fell prey to recurrent drought and the people to abject poverty.

Agri-Service Ethiopia (ASE) attempts to build rural community based institutions which presumably will fill the gap in rural development. Agri-service Ethiopia is an indigenous and non-profit making voluntary organization. It was established in 1969. For the last 37 years ASE has launched different approaches to humanize the rural areas where it intervened in. Correspondence Education, Face-to-Face training, Action Oriented Training, Integrated Rural Development, and Integrated Food Security Programs are some of the approaches that have been employed.

ASE has prepared strategic plan for the year 2001-2005. The preparation of this strategic plan seems to usher in two vital events in the approach of the organization. First, it brought in major shift of strategy from service delivery to capacity building organization. Second, it brought in community based institution building as a core strategy. According to Community Based Institution Building Strategy and Guideline (2006), the organization adopted and is pursuing building grassroots community development institutions as entry and exit strategy. ASE initiated the establishment of Lalomama Medir wereda Community Based Institution in 2003, to participate, gain experiential learning, initiate and own development activities.

Lalomama medir wereda community based institution is a not-for-profit peasants based service institution that was initiated to maintain and ensure sustainable development in the study area. Its miniature is the action groups that have been forerunners to implement different activities and were used as intermediaries between the NGO and the target community. These action groups were sensitized and established Kebele community based institutions which at the later stage formed Lalomama medir wereda community based institution.

The main aim of the research is to examine the role of Lalomama Medir wereda Community Based Institution in enhancing sustainable development in the study area.

1.2 Statement of the Problem

The study area has been food insecure for the last two decades. It is one of the weredas designated as critically poor in the Amhara National Regional State. Food insecurity, low literacy rate, and poor social services characterize Lalomama medir wereda. There have been hardly any development organizations in the area. The only development agent in the area was government. The effort of the government alone could not however score change bearing results. Indeed it was purely a top-down effort which did not involve the people. People participated only as information providers but not as implementers and owners of the output of the intended efforts. This seems to provide the government a development provider and the people development recipients. As Owens et.al (1972) stated, such a system is a way of arranging for the people to receive some of the physical paraphernalia of development-roads, schools, wells, and so on. Attempt to draw the community in development collectively thereby leveraging the existing traditional institutions or by creating compatible local development institutions was simply not there.

This seems to have attenuated the human and social capital embedded in the communities, engendered the people to consider themselves as alien to the intended efforts and put development under pressure in Lalomama medir wereda. Yigremew (1999) points that a major constraint of rural development in Ethiopia has been the absence of adequate institutional structure through which rural people can articulate their needs, protect their interests, manage resources and have access to services.

The Lalomama medir wereda people are endowed with valuable and age long local institutions and cooperation experiences. Nevertheless, the tendency to give recognition to these institutions and draw them in development has been minimal or was not there at all. Government was seen as an arch panacea of development and the sole propeller of development. Thus the study area community was conditioned to perceive

development as some thing provided by external agencies, including the government, and gave little or no worth for its functioning abilities to undertake development.

Albeit the people are endowed with various traditional and cultural associations and institutions, there was not the will of arranging the existing local institutions or the attempt of creating matching local community based institutions to own and enhance sustainability of development. Indeed the existing local social institutions were given meager considerations and were considered as non-contributing and irrelevant in undertaking development activities. Therefore, in Lalomama medir wereda exclusion of local institutions from development was the major problem.

This research tries to answer the following major questions:

1. What is the Lalomama medir Wereda Community Based Institution?
2. What does its governance structure look like?
3. What are the functions of the Lalomama medir wereda Community Based Institution?
4. What are its resource negotiation strategies?
5. How is it linked with other entities?
6. What are its roles in enhancing sustainable development?

1.3. Objective of the study

1.3.1 General objective

The general objective of the study is to investigate the role of local community based institutions in enhancing sustainable rural development.

1.3.2 Specific objectives

The specific objectives of the study are:

- To investigate the essence and establishment process of the Lalomama medir Wereda Community Based Institution.

- To explore governance structure of the Lalomama medir Wereda Community Based Institution.
- To investigate functions of the Lalomama medir wereda Community Based Institution.
- To see how the poor and the marginalized community members are involved in decision making process of the institution.
- To investigate resource mobilization and negotiation strategy of the Lalomama medir Wereda Community Based Institution.
- To examine linkages between the institution and other stakeholders i.e. GO, NGOs, input sources, etc, in the study area and investigate possible conflicts and management mechanisms provided.
- To examine the overall role of the Lalomama medir wereda Community Based Institution.

1.4 Research Design and Methodology

Both qualitative and quantitative research methods were applied in the research. The quantitative method was applied so as to establish statistical confirmation on resource negotiation strategies of the institution and services maintained or damaged. The qualitative method was used to get insight about respondents' internalization, quality of services and satisfaction of members, improvement on the lives of members, inclusiveness and participation in governance.

Data Types, Sources and Methods: To generate data concerning the initiation, establishment, type, organizational practices, functions and contribution of Lalomama medir wereda community based institution; both primary and secondary sources of data were used.

Primary data: The primary data were collected mainly by using semi-structured questionnaire, field observation, key informant interview and focus group discussion techniques.

Data Source: Community Based Institution leaders which constitute board of management of the institution, executive committee members of Kebele community based institution, ASE technical back stopper, government development agents, individual beneficiaries, and new applicants were sources of primary data.

Officials from sector offices and wereda administration were also sources of primary data. Accordingly wereda Administration Council, Agriculture, Education and Health offices, Water desk, Cooperative desk, and Women's affairs office, wereda Disaster and Preparedness desk, were interviewed. The interview was aimed at eliciting information concerning functions, resource mobilization capacity, transparency, accountability and relations with other development partners, and whether the institution is seen as contributing to overall development of the wereda. This was also aimed at obtaining information if the local government considers the institution as development partner and whether it can access public budget. A workshop in which the wereda sector offices and the council as well as the kebele administration and leadership of the Lalomama medir wereda community based institution had participated, was organized and brainstorming conducted.

Secondary data: Secondary data were collected through review of different valuable and relevant information and documents. Regarding this, informative literature and documents were consulted.

Document Review: Sources of secondary data include both published and unpublished document sources. Accordingly Agri-service Ethiopia's Head Office Library, Action Aid Ethiopia's Impact Assessment Documents, Addis Ababa University, IDR Documentation Center, Federal Cooperative Agency, Community Based Institution Documents, CRDA's and Forum for Social Study's (FSS) Libraries were sources of secondary data.

1.4.1 Sampling Method

Area and Respondent Sampling: Out of 5 intervention weredas, Lalomama medir wereda was the sample wereda of the research. This is because Lalomama medir wereda has been the area in which ASE implemented IRDP and as the result of which

the institution came into being. It is the area I, as a technical personnel working for ASE, knew well in association with the institution. It is also the area of first test of the NGO initiated local community based development institution and where the NGO claims to have institutional replacement to enhance continuity of efforts unleashed.

Moreover, the Lalomama medir wereda community based institution has made about two years since it has taken over from the NGO, and is implementing rural development projects as being legitimate local development institution.

The ten kebeles in which Agri-Service Ethiopia intervened were taken as sampling frame. These have been the kebeles where gradual establishment of the institution took place and which are its operational realm. Two neighboring but non-CBI kebeles were also selected to have insight about trickle effect of the institution. The two kebeles are taken because some members of these kebeles have applied for membership and it helps to have insight about the institution from others.

Purposive sampling was employed in selecting sample population. Accordingly 4 kebeles were selected from the ten kebeles on the basis of their distance from the center, agro-climatic regimes and size of members. The member kebeles were: 02, 05, 017, and 025. The non-member Kebeles were 03 and 04.

Field Observation: previous and recent development outlays were identified with respect to the sites and kebeles they are intended to serve. Accordingly physical structures like grain stores, developed water points and nursery sites were identified. Four grain stores, five water points, two poultry houses, one dairy farm and six nursery sites were intentionally selected for observation. Questionnaire guide was developed and the board chair woman and technical back stopper were made to accompany the researcher. The beneficiaries who were present at the sites were abruptly asked regarding services they are getting, impact of the services on their lives and the care they are making for the services. Visual observation was made and the two officials were also asked in relation to utilization, modalities, regulations, care and maintenance of the services and performance of the nurseries.

Key Informant Interview: Individuals which represented adults, youth and women, were arranged for interview. They were three interviewee groups comprising 10 adults, 7

youth, and 9 women interviewees. They were interviewed differently on the basis of their group similarity. This was mainly intended to get insight about their participation in governance, access to inputs, benefits obtained vis a vis their age and sex. Furthermore, each sector office and the wereda administration was interviewed with special focus on the contribution, assistance they provide to the institution, transparency and institution's access to public budget.

Focus Group Discussions (FGDs): Various Focus Group Discussions in which males, females and youths categorically participated were held. Accordingly a total of seven groups comprising executive committee members of the 4 kebeles and wereda board of management and control and audit committee members were arranged for discussion. Respondents from the 2 non-community based institution kebeles were also picked for discussion. Discussion was made with 56 members of Kebele executive and control committees and wereda board of management and control committee at their respective places of work. 10 respondents from the non-member kebeles, 6 and 4 respondents according to their number of applicant members, were also involved. Moreover, 100 respondents-25 respondents from each sample Kebele, which comprised men and women from each kebele, were randomly picked. Discussion was held with these community groups in their respective Kebeles. I chose to hold discussion in the manner of FGDs and community group discussions explained above for it was presumed to enable gathering of rich and multi-dimensional information from the groups and individuals involved. Institutional issues and pertinent indicators were identified and performance assessment matrix was developed as indicated below.

Organizational performance assessment Matrix

<i>Issues</i>	<i>Indicators</i>
<i>Organizational strength</i>	<i>Meeting, records, conflict management, negotiation capacity, enforcement, participation, resource mobilization, recruitment of members.</i>
<i>Management capacity</i>	<i>Education, skill, resource-financial and material, planning, administration, coordination, monitoring and evaluation, skilled manpower</i>
<i>Effectiveness</i>	<i>Services provided to members and acceptability, improvement on members, attempts to change the environment, access to services; expansion of efforts, participants added, fund raised.</i>
<i>Efficiency</i>	<i>The return on resources invested in comparison with needs, (community's utilization of services) appropriate use of resource</i>

<i>Relevance</i>	<i>Attempt to meet their objective, satisfaction of members and local government, sector offices, financial and technical supporters-partners, new projects and services envisage</i>
<i>Transparency</i>	<i>Meeting, joint planning, joint monitoring and evaluation, reporting, information transmission.</i>
<i>Accountability</i>	<i>Effort to discharge responsibility, honor to the public and the administration and obedience, timely release of information</i>
<i>Awareness</i>	<i>Active participation in social, political and economic spheres, effort to meet ends without outside assistance; respect of others' rights and claiming for own right.</i>
<i>Women's participation</i>	<i>In problem identification, planning and implementation, accessing inputs, meetings, decision making positions</i>
<i>Self-reliance</i>	<i>Efforts of maintaining services, motivation to commit resources for development, initiative to solve problems with own capabilities, effort of influencing others</i>
<i>Demands presented to government</i>	<i>Participation in local planning, effort to influence local government, accessing public budget.</i>
<i>Commitment</i>	<i>Service without incentive, regular meeting, bargaining until ends meet, sacrifice of own resources-time, energy, social and economic activities.</i>
<i>Financial viability</i>	<i>Fund sources, effort of soliciting fund, diversification of sources, partnership formation, levels of actual community and donor contribution (Funds, materials, time and expert)</i>
<i>Linkage</i>	<i>With sector offices, local government, traditional and religious institutions, private sector, NGO-Development agencies.</i>

1.4.2 Data Analysis and Interpretation

Data were analyzed by using qualitative data analysis techniques. Accordingly, the data which were obtained from focus group discussion, community groups, key informant interview, government bodies and field observation were reviewed and interpreted from the information gathered and observations made. Check list and triangulation techniques were also used to validate the data. Tables and simple statistical tools like percentage were used to analyze quantitative data.

1.5 Significance of the study

Different international and national NGOS as well as Universities have been engaged in development researches so as to seek possible strategies that may augment to narrow the gap between the developed and underdeveloped areas of the world. Governments also, as giant development agents, employed different policies and approaches that were thought from their perspectives, to humanize the underdeveloped areas and laid out seemingly relevant structures. But the issue of development, particularly that of rural development, remains outstanding in the wider development spectra.

The contribution of this study is six fold. Firstly, it may serve to reduce the bias that the center and urban elites have on rural areas and the associated local institutions. Secondly, it might help the communities as a mirror to regain self-esteem and be able to unfold their latent potential. Thirdly, it may serve as an indispensable tool of conflict management at grass root level. Fourthly, it may reveal the role of local institutions and the need to leveraging them to make development complete. It may further give insight on local institutions as a missing link in the development arena and can serve policy makers, development practitioners and rural communities as instrument in designing rural development policy. Fifth, it will serve for enrichment of wider body of knowledge.

1.6 Organization of the Research Paper

This Thesis is organized in six chapters. Chapter one treats introduction, objective of the research, research questions, significance of the research and organization of the research paper. It further highlights the Research Design and Methodology. Chapter two lends itself to relevant literature, conceptual and theoretical framework. It views relevant intellectual works on institutions in relation to their practices in development context. Chapter three sheds light on the experience of ASE in Rural Development and highlights approaches employed in the process. It provides brief and general overview of NGOs along with their kinds, areas and extent of operation. It further sparks on the role of ASE in enhancing sustainable rural development. It moreover views the Ethiopian legal and policy environment pertaining civil society organizations and tries to briefly describe the study area profile. Chapter four discloses results and explicitly discusses on the Lalomama medir wereda community based institution. Here the essence, establishment, legal personality, functions, resource endowment, linkages, enabling environment, etc., and overall contribution to development of the study area are discussed. Chapter five provides insight on the general picture of the institution on the basis of analytical reflection on the findings. Chapter six concludes the research and proposes some alternative strategy recommendations.

CHAPTERTWO: ORGANIZATIONS, INSTITUTIONS AND ORGANIZING PRACTICES IN A DEVELOPMENT CONTEXT: CONCEPTUAL AND THEORITICAL FRAMEWORK

Institutions are constraints that people designed to guide their every day life. They are rules that limit and permit free interaction of people thereby exerting pressure on the freedom of individuals and societies for the safety of all people as well. Robinson D. et.al (2000) argue that institutions are systems of collective rules and practices which enable, or even force, individuals to work together for common purposes,

When one looks at the literature, the terms institution and organization are often used interchangeably. Arkadie (1989) argues that two different, although related, meanings are given to the term "institution" in discussion of development. The first is as rules of the game. The second is as organization. Different disciplines and sub-disciplines, such as organization sociology, new institutional economics, economic sociology, and anthropology use the concepts in different ways. Even within one discipline there is no agreement on the use of these concepts. Blasé (1973) argued that "while a single, all purpose definition of institution would be convenient, it does not exist, and the literature is not mature enough for its formulation at this time".

Most works that try to distinguish between organizations and institutions tend to stress the normative aspects of institutions while stressing the structural aspects of organizations. For example, Uphoff (1986) argues that organizations are structures of recognized and accepted roles, which may operate on a formal or informal basis. Moreover, he defines institutions as complexes of norms and behavior. To the extent that an organization has acquired special status and legitimacy for having satisfied people's needs and for having met their normative expectations over time, one can say that organization has become institutionalized. According to North (1996), if institutions are rules of the game, organizations and their entrepreneurs are the players. An organization often has symbols, beliefs, statuses, roles, norms of behavior, and sanctions, and establishes many of its own institutions (working rules or structures) to aid its own operation. Organizations are important because compared to poor

individuals, organized groups of the poor have a better chance to improve their well being, access information channels, organize for collective action, “redress disparities in power and in the distribution of resources” (Thomas, 1985), “assert their right to a legitimate share of social resources” (Tilakatatna, 1980), and compel attention to their needs by local elites, policy makers, and others who define the rules of the game (IFAD, 2001). By joining organizations, poor individuals gain access to a wider range of resources, skills, information, knowledge and experience, as well as to the power that their combined numbers and assets represent.

The new institutional economists also stress the normative, ruling-side, which define institutions. For example, North defines institutions as humanly devised constraints that structure human interaction. They are made up of formal constraints (rules, laws, constitution), informal constraints (norms of behavior, conventions and self imposed codes of conduct), and their enforcement characteristics (North 1990). In new institutional economics these practical rules are seen as the core elements of the institution. For example, Ostrom (1990) defines institutions as the set of rules actually used (the working rules or rules-in-use) by a set of individuals to organize repetitive activities that produce outcomes affecting those individuals and potentially affecting others. Institutions, according to Eggertsson (1990) are formal and informal rules, norms, and customs of a community that affect economic behavior, the organization of production and economic outcomes.

The organization sociologist Scott (1995) defines institutions as consisting of cognitive, normative, and regulative structures and activities that provide stability and meaning to social behavior. Institutions are transported by various carriers-cultures, structures, and routines and they operate at multiple levels of jurisdiction. According to Scott, institutionalists call attention to the role of beliefs, rules, and social and political elements in the structure and operation of organizations.

In many definitions on organizations and institutions alike, reference is made to collective actions and collective goals. For example, Uphoff (1986) argues that institutions are complexes of norms and behaviors that persist over time by serving

collectively valued purposes. In the context of natural resource management, Berkes and Folke (1997) argue that institutions have to deal with the two fundamental management problems that arise from the two basic characteristics of all such resources: how to control access to the resource (the exclusion problem), and how to institute rules among users to solve the potential divergence between individual and collective rationality (the subtractability problem). Yet, they caution that we should be careful with the notion of collective goals. With respect to natural resource management it may be the researcher or policy maker who perceives or determines the collective goal (sustainable natural resource management) and not the actual stakeholders. The people involved in collective actions may all have different goals. Hence, collective goals should not be taken as central in the definition of organizations or institutions. Instead, we should focus more on the power differences that are created by organizations, as well as the distinctions they produce.

As Shepherd (1998) points out, local level organization is a field where greatly improved academic understanding has often not been translated into practice. Several anthropologists, for example, have developed perspectives on organization, which are useful for the development debate. They have argued that there are many ways in which rural people organize activities in their daily life. For most of these matters no organizations are set up but networks are mobilized which provide crucial information, financial support, and practical help. Moreover, the ways in which rural people manage to circumvent the law or resist forms of operation is a clear indication that people are very inventive and skilful in organizing different personal matters and in defending their own interests in their daily lives (Wolf 1990, Long 1990)

CHAPTER THREE: THE EXPERIENCE OF ASE IN RURAL DEVELOPMENT

3.1 General Overview of NGO

A non-governmental organization, also known as NGO, is an association which is based on the common interests of its members, individuals, or institutions. It has no governmental status or function. NGO is not created by a government and its agenda is not set or implemented by a government. Its creation is based on members' free will to associate to achieve common goals. Voluntarism, interest, and common goal underpin the template of NGO formation. Its functions are various and include mainly humanitarian assistance in the form of aid and relief. NGOs are also involved in wider economic and social developments which are especially aimed at improving the living conditions of the poor.

Function: some of the functions of nongovernmental organizations include:

- Most larger non-governmental agencies are involved in aid and relief.
- Other non-governmental organizations have a major role in developing human resources among minorities by
 - delivering services at the local level
 - helping community organization
 - promoting education, and
 - working for intangible benefits such as cultural self-esteem.
- Many are especially strong in addressing issues at the community level such as
 - adult education
 - income generation
 - organization of savings and credit societies
 - primary health care, or
 - small-scale agricultural production.
 - they may work cooperatively with governments.

Kinds:

Nongovernmental organizations exist at all levels of society. Some may contribute importantly to local-language literacy. Here are some kinds of nongovernmental organizations:

Level of Society	Kinds of organizations
Local	• Churches • Cultural associations • Farmers' clubs • Language committees • Savings groups • Women's groups
National	• Adult education associations • Churches • Housing associations • Linguistic organizations • Professional groupings • Rural development organizations • Translation organizations
International	• Development and aid organizations (CAFOD, OXFAM, Red Cross, Save the Children, and World Vision) • Federations of associations • Linguistic organizations • Translation organizations

Source:

<http://www.sil.org/lingualinks/literacy/RefernceMaterials/glossaryofliteracyterms/WhatIs...>
9/10/2007

3.2 Emergence of NGOs in Ethiopia

The emergence of NGOs in Ethiopia is hinged to the drought and subsequent starvations that demanded many lives. According to Dessalegn (2002), the tragic famine of the early 1970s in the northern part of the country, which grew to be beyond the ability of the state to manage, forced the imperial government to open its doors to NGOs. During this period the number of NGOs operating in the country was not more than twenty or twenty five and nearly all were engaged in relief and rehabilitation. Dessalegn

further argues that all but one or two of these were church based organizations and only a handful was of local origin.

Following the aftermath of the devastating famine of 1980s NGOs flourished, because of inability of the government to address the ensuing effect and their number almost doubled and there were sixty five to seventy NGOs in the country at the turn of the decade. According to Dessalegn (2002), the rapid growth in number has taken place after the change of government in the last six to seven years. Accordingly there are at present over 350 registered local and international NGOs engaged in variety of activities in the country. In particular, the number of local NGOs has increased substantially since 1991.

The Christian Relief and Development Association (CRDA) emerged as an umbrella organization and began to provide the emerging NGO community with coordination and logistical support as early as 1973. As indicated in the definition, NGOs are formed voluntarily and most of their character is charitable in that they give benefit to the community. Besides, they have similarities and diversities in their organizational structure and functioning.

In the development arena, NGOs are involved in a wide range of activities. Some NGOs mainly specialize in one particular sector, while others adopt a more integrated development approach, being involved in a number of sectors.

As Wagari Kitila (2006) noted based on a study (2001) done by Christian Aid, ongoing NGOs' projects (i.e., projects implemented by NGOs and operating in the country) are: integrated rural development (32.68%), agriculture (16.59%), urban development (7.51%), environment (6.21%), water and sanitation (4.21%) and education (3.29%).

Many NGOs are involved also in facilitating accessibility of food to the urban and rural poor through income/employment-generating schemes which are aimed at improving the purchasing power of the intended beneficiaries. NGOs have been financing the establishment of micro- enterprises, enhancement of informal sectors through credit and saving schemes. With a view to establishing self-supporting schemes, NGOs have also been supporting skill-upgrading and vocational training programs.

Furthermore, NGOs have been supporting community- based self-financing schemes. By and large, the disabled, destitute women, school dropouts, youngsters, ex-soldiers and other segments of the urban and rural poor are target groups. Above all, a significant number of NGOs are also involved in improving the nutritional status of rural and urban communities through integrated health programs, health education, family and nutrition education, access to clean drinking water and sanitation, family planning and the like.

According to CRDA Annual Report (2006), NGOs in Ethiopia are classified into three categories, local, national and international. Local NGOs in Ethiopia are either religious based or secular. The religious based NGOs combine pastoral work with relief, rehabilitation and development work. The Ethiopian Orthodox Church, Evangelical Church Mekane Yesus, Ethiopian Catholic Secretariat, Jerusalem Memorial of Ethiopian Believers, Ethiopian Baptist Mission are some of them. Some of the Secular NGOs include: Action for Development, African Development Aid Association, Agri-Service Ethiopia, Alliance for Development, Gayo Pastoralist Initiative.

INGOs in Ethiopia have been engaged in administering relief and rehabilitation projects and implementing long term development projects and programs in the last decade in rural and urban Ethiopia. World Vision International, Catholic Relief Service, Norwegian Church Aid, Lutheran World Federation are some of the international church -based NGOs. The secular INGOs include Oxfam, Care International, Menschen fur Menchen and Save the Children.

3.3 The Role of Agri-Service Ethiopia in Enhancing Rural Development

Agri-Service Ethiopia (ASE) is a non-governmental and non-profit making development organization, which started its operation in Ethiopia in December 1969. It is the only secular indigenous NGO, second to FGAE (1966), which was established with the objective of addressing rural poverty as differed from other NGOs.

Community education was a launching pad of development initiative of the organization. It accordingly started rural development with correspondence education in Boreda wereda of Wolaita Zone. Preparation and distribution of printed materials to the

community was the methodology thought of as appropriate to educate the rural community. The rampancy of illiteracy, however, curtailed the effort short. As a result it was later replaced by face-to-face education/training.

Agri-Service Ethiopia later realized that the effort of educating the community could not be an end by itself and must be regarded as a means of preparing same for social, civic and economic role that goes far beyond the limits of rudimentary awareness raising training. It then opted to graft its educational efforts to broader rural development approaches.

Integrated Rural Development program (IRDP) was, therefore, embarked upon in the mid-eighties alongside community education. The operation area of the organization was also scaled out to Gassera-Gololcha, Ginir and Goro weredas of Bale Zone, Oromia Region. The IRDP approach took a major objective of making a logical link between Agricultural Development and other important sectors including, Education, Health, Rural water supply and Credit facilities, with the intention of bringing about holistic development at local level.

The area selection criteria of ASE during implementation of Integrated Rural Development Programs include: non-existence of NGOs in the area, low level of government supports to farmers and where there is great agricultural potentials. Most of the places where ASE was implementing IRDPs 1987-2000 were, therefore, not badly food insecure and the natural resources not seriously degraded.

ASE has prepared strategic plan for the period 2000-2006. Accordingly, one of the major considerations in the strategic plan was area selection criteria of the organization. The new strategy suggested that ASE needs to focus on the food insecure weredas of the country where natural resources are degraded and resulted in the occurrence of severe poverty and food insecurity. This also influenced development approach of the organization and resulted in shift from Integrated Rural Development Program Approach to Integrated Food Security Program Approach. The focus of the later is to make sustainable food security possible, with due consideration of the social services as direct and indirect contributors for the success of the program.

As ASE believes, addressing the food security problem through income diversification activities (on farm and off farm) involves both the poor and women. Targeting the poor is, therefore, a strategy which enables to direct the scarce resources to the most needy community members.

Project activities, such as mass education and social service activities however provide services to both the poor and rich farmers alike. Improving access for credit services, income generating activities, general awareness raising education and skill enhancement training are the most crucial areas where discriminatory targeting is made in favor of the poor.

This approach, as stated in CBI strategy and guideline document (2006), will be instrumental for ASE to make sure that not only the proper services are there but also community based development institutions remain to be strong and relevant for the people. Its basic intention is, therefore, to help the creation and sustenance of farmer/rural-centered civil society organizations, which have significant role in making and shaping the future of the community they belong to, through a powerful and meaningful engagement as well as negotiations with state and non-state actors.

ASE has eloquently stipulated its vision and mission in the document.

Vision: ASE aspires to see “a rural Ethiopia where poverty is reduced and a favorable environment is maintained to the satisfaction of present and future generation.”

Mission: The mission of ASE is “to work with poor communities in rural Ethiopia towards attaining food security, protecting and rehabilitating the environment and provision of adequate social services. Enhancing the capacity of the communities through training is a crosscutting function of ASE.

ASE has developed various program strategies that help realization of the newly articulated institutional vision and mission. Among others, ASE has developed strategies for Community Training and Education, Agricultural Extension, Natural Resource Management, Participatory Planning, Monitoring and Evaluation, Gender and Development, Participatory Research and Community Based Institution [CBI].

It has got long-term and short-term goals. The long-term goal is to contribute to attainment of food security, adequate access to basic social services with sustainable management of the environment. The short-term goals include enhancing food production, household income, care for water and vegetation, improve nutritional status, health and education, wise use and conservation of land, and attitudinal and behavioral changes among communities.

Currently ASE is implementing five Integrated Food Security Programs (IFSP) in Amaro special wereda of Southern Nations Nationalities and Peoples' Regional State (SNNPRS), Bereh- Aleltu and Goro weredas of Oromia National Regional State, Enebesa medir and Tehuledere weredas of Amhara National Regional States. These programs are serving a total of about 40,000 households in 50 kebele administrations located in 5 weredas of four zones in three regional states. The Integrated Rural Development Program (IRDP) which the organization embarked upon in Lalomama medir wereda of Amara National Regional State has phased out and the Lalomama medir wereda community based institution, which is the focal of the study, has taken over and carrying out post phase out development activities.

ASE during its active project implementation made community training its spearhead strategy and aggressively dueled on general awareness raising education and skill enhancement training for the target communities. Other components included vegetable production, organic farming, local level seed production, and poultry production, improvement of sheep production, forage development, veterinary service and natural resource conservation. Peasants were grouped in 25-30 members and made to follow trainings-each group along one component. The table below indicates intervention components and training with associated groups.

Table 3.1 components, training types, training groups, sessions and topics covered during 1998-2002.

Components	Training type		Training groups	sessions	topics
Community training	GART	Skill enhancement	186	1762	Improvement of crop & livestock production, crop protection, organic farming, nutrition and health, HIV/AIDS, HTP, gender equality etc.
	✓				
Vegetable groups		✓	169	716	Compost preparation, bed preparation, food preparation and preservation etc
Local level seed production		✓	146	587	Bed preparation, IPM, early planting, fertilizer application, organic farming etc
Organic farming		✓	35	192	Compost making and application techniques
Poultry production		✓	91	240	Poultry management (all participants are women)
Improvement of sheep production		✓	28	177	Feeding management and forage development
Forage production		✓	100	454	Technique of forage production and management
Veterinary service	✓			44	3496 community members were sensitized, 9 health agents & 8 technicians trained. 9 vet. Clinics and 9 cattle crushes constructed
FSWC		✓	130	439	Seedling raising and management

Source: Terminal Report (1998-2002)

(N.B) One session is a 2 hour period and a complete session takes up to 27 weeks.

The table indicates components, types of trainings, training groups, and associated sessions that the participants have undergone and does not include concomitant physical provisions and related activities. All the components were group oriented and it was these groups that seem to make the base of the institution under study.

3.4 ASE's Perception of Community Based Institution

ASE conceptualizes community based institution as organization of the rural poor that brings empowerment to the community thereby enhancing participation, institutionally own and ensures sustainability of the development undertakings. Community empowerment, according to ASE, is a culmination point of sustainability transition in the development arena in which the communities in question think beyond economic security and voice for their perceived rights. This can be achieved by building strong community based institutions that can perform as vibrant local development actors.

ASE believes that as an economic and social venue, community-based institution forms bed rock for sustainability by developing sense of ownership in the community. ASE's perspective in this regard is:

- To lift the largest possible number of the people to a higher level of life, economically and socially.
- To build a comprehensive institution structure through which the people will be able to control democratically a significant portion of the total economy, especially in the things that one does to the necessities of life.
- To cultivate the sense of individual and joint responsibility so that they may rise individually to a full person's life and collectively to a full social life. The working definition for ASE concerning CBI is: It is a Rural People Centered, Non Partisan, Not for Profit, Voluntary, Free and Multipurpose Self-help Community Development Association/Institution.

3.5 The Legal and Policy Context for the Formation and Operation of Associations

A] The Legal Frameworks

As Susan Wynne in Vincent Ostrom et.al (1988) suggests, the character and contribution of local institutions depends to a great extent on the character of broader regime within which they exist. The role of local institutions will depend on such factors as the strength of market forces, the vertical distribution of authority, the character of immediate institutions, and the broad constitutional norms that govern the formation of

associations. In light of this, the study has tried to see the legal ground of the formation of the Lalomama medir wereda community based institution and policy environment within which it operates.

The legal basis for the establishment and operation of NGOs and public associations in Ethiopia is enshrined in Articles 404 - 482 of the Ethiopian Civil Code promulgated in 1960. Associations' Registration Regulations Legal Notice No. 321 of 1966 provides further elaboration to some of the pertinent provisions in the civil code. The formation of NGOs and their operations have been treated on the basis of these legal instruments.

In the civil code and the regulation, it is stated that registration of associations was necessitated in order to ensure that the objectives and activities of associations are lawful and moral. Article 462 of the Civil Code and Article 8(b) of the Associations Registration Regulation verify whether the statements and information contained in the registration application and by-laws of an association are accurate and reliable (Art. 7(1) of the Regulation), and verify compliance with mandatorily practiced legal provisions (Art. 475 of the Civil Code and Art. 7(2) of the Regulation). These provisions in general show that people have the right to form any kind of association including CBO/Is and/or to get legal registration for those already formed.

Although there is no explicit provision that recognizes CBO/Is as distinct social entities, Article 404 of the 1960 Civil Code, which provides that a minimum of two persons can form an association with a view to obtain a result other than the securing of sharing of profits, is applicable for registration of CBO/Is, so long as they pursue legally acceptable purposes. Furthermore, Article 31 of the 1994 Constitution of the Federal Democratic Republic of Ethiopia provides that any person has the right to freedom of association for any cause or purpose as long as the activities of the association do not violate the rule of law and the constitution.

Nevertheless, it is well documented that existing legal and regulatory frameworks for the formation and operation of Civil Society Organizations [CSOs] including CBIs are not favourable and adequate. The present Ethiopian government in its capacity building program document has acknowledged that government institutions are major 'stumbling

blocks' to realising SCO energies to achieve development objectives. The current institutional environment for CSOs can only be described as 'disabling' in the sense that the laws, directives and institutional framework governing the regulation of CSO activities impose heavy bureaucratic demands, and constrain CSOs in their ability to mobilize and control the resources they require to undertake development activities (MoCB, 2004).

The legal and regulatory framework for the formation and operation of cooperatives is relatively adequate and supportive. Farmers' organizations in rural Ethiopia include the various forms of community based associations and cooperatives. Mutual help burial associations, rotating saving and credit groups, and work parties are the typical types of rural institutions. Informal extension groups (such as FFS, IPM, NRM, etc groups), water user and grind mill associations are also found in most farming communities. In few areas, cereal banks have been set up with the support of NGOs. However, cooperative societies are the officially recognized organizations that are registered by concerned government offices.

In addition to those mentioned above, various policies and proclamations of the government also provide institutional frameworks with the professed aim of promoting local level development and empowerment of communities. These include the 1993/5 definition of power and duties of the executive organs of the federal government and establishment proclamations of relevant institutions like the MoJ, Cooperatives Commission (CC), and DPPC. The proclamations define the specific power and duties, the organization, etc of the different regulatory institutions.

Under the proclamation defining the powers and duties of federal Ministries (No. 4/1995), the Ministry of Justice registers CSOs that are either international or that operate in more than one region. The categories of organizations registered by the Ministry include NGOs, religions groups, professional/occupational associations, and organizations with prime objectives of research and advocacy at federal level. The MoJ has established requirements and procedures for registering each category of organization (MoCB, 2004). The same proclamation assigns responsibility for

registering national organizations operating in only one region to regional Bureau of Justice.

Registration by the Ministry of Justice confers legal status but not the right of a CSO to operate. Though the DPPC is principally concerned with humanitarian operations, the proclamation that established it (No. 10/1995) designated it as the focal point for other types of NGO. In line with this, the DPPC/Bs have assumed responsibilities towards organizations involved in service delivery and humanitarian relief.

B] The Policy Environment

The rural development and poverty reduction strategies of the government recognize the potential role of CSOs including CBLs in sustainable development and the fight against poverty. In spite of interpretation and implementation problems especially at lower levels, sectoral policies of Food Security, Health, Education, Water, Road, etc promote community participation. The SDPRP clearly states government's expectations of CSOs in relation to service delivery both in terms of the roles that it envisages for civil society in managing and monitoring services delivered by the State and in terms of direct service delivery by CSOs themselves. Specific roles foreseen for civil society in managing public services include participating as water users' groups, school management committees, health management boards, women's and pastoralists' associations and school anti-AIDS clubs. In direct service delivery, the SDPRP recognizes NGOs as important development partners that are already involved in the core poverty oriented sectors (MoCB, 2004). The Capacity Building Strategies and the decentralization process further the commitments expressed in the various policy papers. According to the SDPRP, decentralization implies not only administrative devolution but also the devolution of fiscal resources to the wereda level of government. The SDPRP identifies civil society's participation in deciding how these resources are allocated as a key element in their empowerment.

According to the World Bank (WB) study on associational life (2004) however, although representative structures of government exist at regional, wereda and kebele levels, it is widely recognized that a stronger role and more resources are needed at wereda and

kebele levels for decentralization to work better for participatory democracy. In the same document it is stated that the World Bank Wereda Studies (2002) found that decentralization was characterized by a “deconcentration” of the long established hierarchical way of governing rather than by devolving decision-making and accountability to the sub-regional level. The findings also suggested that the accountability of service providers to communities could be strengthened through the existing administrative and representative systems, and that the current model of service delivery is resource intensive and rigid, and that communities need to engage as active partners in service delivery.

To address the problem of capacity at the various levels and enhance CSOs’ participation in democratization, delivery of services, and decentralization, the MoCB has embarked on several public sector capacity building programs and drafted a Civil Society Capacity Building Program. The objective of this Program is to create an enabling institutional environment and to build the capacity that is necessary for effective civil society participation in promoting development, reducing poverty and strengthening democracy. The proposed strategy for achieving the program objective is expressed in three sub-programs: creating an enabling institutional environment, building partnership between government and CSOs, and building CSOs capacity.

The program has various components and initiatives. The components include:

- Streamlining CSO registration, coordination and monitoring (initiatives include: amend and pass an NGO law, amend legal and administrative regulations for CSOs),
- Increasing CSO access to resources, and
- Enhancing government engagement with CSOs.

The legal and policy environment do not seem to strictly constraining the registration of CBO/Is and their recognition as legal entities. Indeed, when seen from the point of view of NGO - CBO/I collaboration, it could be said that there is little or no threat of intervention of government bodies even when the collaborating CBO/Is are not legally registered.

3.6. Study area Profile

Location: Lalomama Medir wereda is located in North Shoa Administrative Zone of the Amhara National Regional State. It is situated 256km North-east of Addis Ababa. Molale is the capital of the wereda. There are 25 rural KAs and 1 urban Kebele. The wereda is estimated to occupy 1025 km². The area targeted by ASE's development program is estimated to cover 30% of the total area (30 ha) and embraced 10 KAs.

Population: the wereda has a total population of 133929, as projected from the 1994 census. All the people of the wereda belong to Amhara ethnic group and Amharic is the only language spoken. Orthodox Christianity is the sole religion pursued. The majority of the population in the study area is subsistence producer.

Climate: existing data indicate that Lalomama medir wereda is characterized by low rainfall and cold temperature. The average annual rainfall is 724 mm. Average annual temperatures is 12.5 degree centigrade.

Topography: Topography of the area comprises 40% plain, 50% undulated with hills, and 10% steep slopes with cliff areas. Agro ecologically it is categorized into Dega (temperate), Woinadega (sub-tropical) and Kola (tropical) agro-ecologic regimes.

Natural resource: There are indications and the people witness that the study area had good vegetation cover, some times back. The current vegetation cover is too small and negligible that most of the area (except around churches, homesteads and communal plantations) is bare according to Terminal Report (1998-2002). Deforestation, poor farming practices, low crop yields, lack of animal feed, erratic and uneven rainfall distribution, and shortage of fuel wood have highly affected the area. The natural vegetation cover deterioration coupled with poor caring resulted in soil fertility degradation at an alarming rate. Hence, recurrent food insecurity, which claimed the lives of thousands of people, especially in the last two decades, has exacerbated vulnerability of the people.

Land use pattern is categorized in 5 major categories. These are 60% cultivated land, 15% grazing land, 5% settlement, 5% homestead and communal plantation, and 15% waste land. The area is one of the least developed and poorly served rural areas in the country.

According to Progress and Impact Review Report (March 2002), the education sector was featured by inaccessible distribution, poor quality and inequitable participation. Adult illiteracy was rampant and adults have been alienated from appropriate rural technology information. Out of 5251 eligible child-population (7 –14 years age group), only 1897 (36%) were attending formal schools and the average enrolment in higher classes was about 40%. The same document affirms that the overall literacy rate in the area was not more than 13%, in 1998. Social services such as health, education, water supply and other infrastructure are barely available in the area.

CHAPTER FOUR: RESULT AND DISCUSSION

4.1 Origin and Development of Lalomama medir wereda Community Based Institution

The study reveals that Lalomama medir wereda community based institution is a local civil society organization that was initiated by Agri-Service Ethiopia. It is a not-for-profit peasant based institution established to maintain continuity of development activities and that strives for the poor to have stake in development thereby encouraging their participation. Its origins are groups that were formed to perform different project activities. The target community was clustered into different action groups. These action groups are both immediate testers of introduced technologies and intermediaries between the NGO and the wider target community. They were sensitized, agitated and educated about the need of cooperative activities besides testing technologies at group stage.

The table below indicates target kebeles vis a vis the community selected as program targets.

Table 4.1 Target Kebeles and Population

No	Keble	Total number of population		Total	Total number of hhhs		Total
		Female	Male		Female	Male	
1	02	3030	2925	5955	457	1163	1625
2	05	1992	1929	3921	180	695	881
3	08	2790	2678	5468	325	755	1080
4	09	2390	2303	4693	316	841	1157
5	017	3849	3670	7519	503	1145	1648
6	018	3563	3418	6981	317	1134	1451
7	023	1644	1560	3204	168	583	751
8	024	1766	1684	3450	226	604	840

9	025	2497	2339	4895	320	689	1009
10	026	1872	1795	3667	201	688	889
Total		25393	24360	49753	3019	8297	11316

Source: IRDP document 1998. Key: hhh represents household head

The table indicates that total target population of the intervention was 49753 out which female participants make the sum of 25393 (51%). This is 37% of the total population of the wereda from amongst which the community based institution members volunteered to form the community based institution.

According to respondents, elders and renowned people were selected to categorize the community into different wealth strata on the basis of their wealth possession. Participatory Rural Appraisal Technique was employed and wealth ranking made. This exercise classified the community into three classes of wealth status so as to channel the direct program benefits to specifically poor class. This is congenial with Warburton (1998) who argues that there is nothing more unequal than the equal treatment of unequals. The table bellow shows the wealth rank and the basis used for ranking.

Table 4.2 Wealth categories of the communities

Wealth type	Quantity	Status	Quantity	Status	Quantity	Status
Ox	0	Poor	1	Medium	2 & >	Rich
Cow	1		1		2 & >	
Land	<1ha		1 & 1/2 ha		2 ha & >	
Sheep	0		5		10	
Goat	0		5		10	
Donkey	0		1		2 & >	
Mule	0		0		1	

Coffee	0		✓		✓	
Hops	0		0		✓	
Eucalyptus	0		0		✓	
Cor. Iron sheet covered house	0	Poor	0		✓	Rich
Beehive	0		1 & >		3 & >	

Source: derived from informants' respondents 2007.

The table depicts community's wealth possession as per categorized. The base of the community based institution under discussion was the group that fall in the right side of the column and labeled as poor. It indicates that the categorization of wealth was only made for three distinct classes entitled with possession of wealth at varying statuses from amongst the project beneficiaries. However, the categorization seems to hardly include the poorest of the poor-the landless, and the traditionally excluded sections of the community-rural craftsmen-potters, blacksmiths, tanners, etc.

4.1.2 Establishment of Kebele Community Based Institution

The establishment of kebele community based institutions is preceded by action groups afore mentioned. The action groups were poultry production and management, local level seed production, vegetable production, community training and natural resource management. Five groups were organized in congruent to the activities each had to embark upon. The groups were made to undergo different conditioning and consciousness raising education aimed at indoctrinating them with the importance of synergy that could be gained by forming community based institution. Then the action groups from 33 Gots convened to form Kebele level community based institution. There are 2-4 Gots in one Kebele and all the Gots constituted general assembly of their respective Kebeles in the formation of Kebele institution. Adhoc committees, which were also transitional committees, were formed in each kebele. The adhoc committees composed of 11 executive and 3 audit and control committee members from each kebele. They were made to actively participate in all the planning, implementation and

monitoring and evaluation exercise of the project. This appears to nurture them at early stage with spirit of oneness and enable them to acquire relevant technical and managerial skills. However, upon the formation of Kebele institution, finding evidences that the action groups were brought to an end.

Respondents indicated that the idea of forming community based institution was produced by ASE, which they complied with. The kebele leadership and audit and control committee is indicated by the table below.

Table 4.3 Kebele Executive and control committee members

No	Kebele	Executive Committee members			Audit and control committee members		
		Male	Female	Total	Total	Female	Male
1	02	8	3	11	3	1	2
2	05	8	3	11	3	1	2
3	08	7	4	11	3	-	3
4	09	8	3	11	3	1	2
5	017	8	3	11	3	1	2
6	018	8	3	11	3	1	2
7	023	8	3	11	3	1	2
8	024	8	3	11	3	1	2
9	025	8	3	11	3	1	2
10	026	7	4	11	3	-	3

Source: CBI document 2006.

As shown by the table, all the Kebeles are represented by 11 executive committee members and 3 audit and control committee members as well. Women seem to disproportionately be represented at this level, 27.27 % at least and 36.36 % at most in the executive committees. In the audit and control committees their representation is by

33.33% at most while they are not represented in some. This may give the clue that women's participation in decision making positions of kebele executive committees is low.

The Kebele community based institutions spirally grew and later transformed to wereda level thereby witnessing the establishment of wereda apex institution in 2003. This is a precursory establishment recognized only by the NGO and the organized community in question and, therefore, informal in legal terms.

4.2 The Wereda apex

The establishment of the wereda institution was preceded by precursory awareness raising education with the intention of preparing members of kebele community based institutions for further responsibilities and commitment. After one year of sensitization and familiarization activities, 66 participants were delegated from 33 'Gots' and formed general assembly of the wereda community based institution. The general assembly democratically elected 14 persons (46% women) for wereda board leadership and audit and control committee. The 14 persons in turn elected 11 persons (46% women) for board of management and 3 persons (100% men) for audit and control committee from amongst themselves. As per article 22 sub articles 22.1.1 and 22.1.2 of the by-law, they assigned responsibilities to the rest of the committee members within themselves thereby electing a woman as a chair person. At this level women seem to have equal representation.

4.2.1 The By-Law

By-Law is a necessary, but not sufficient, requirement for an institution to obtain legal personality as an entity. As it is a constraining rule of the organization and which guides, shapes and frames expectations, behaviors and modalities of interaction of individuals and groups involved, its existence is a mandatory condition for an institution to meet its ends. To this effect, the Lalomama medir wereda community based institution has developed and adopted a by-law. Apart from facilitating smooth institutional milieu, the by-law is an indication of its institutional legitimacy in legal terms.

The by-law was prepared by the board of management of the institution and ASE's staff with technical assistance from wereda justice office. It was presented for comments to participants from government and non-governmental organizations, knowledgeable individuals, and got approved by the general assembly in May 2004. The by-law is divided in to 45 articles and 168 sub articles. Article 1 explains the legal ground up on which the formation of the institution was based. It is stated as: This by-law was amended in line with the Lalomama medir Wereda Self-help Community Development Institution that was established in accordance with the Ethiopian Civil Code article 404 promulgated in 1960. The by-law can be called as the Lalomama medir wereda Self-help Community Development Institution's by-law number 2/1997/2004 (Article 1 & 2).

The by-law has incorporated the name, form, vision, mission, objective, principles, values and strategies of the institution.

Vision: The Lalomama medir wereda community based institution aspires to see "the wereda people freed from poverty and leading better life, rehabilitated and maintained natural resource of the wereda that gives sustainable use to present and future generation."

Mission: The mission of Lalomama medir wereda community based institution is "to work with poor communities in the wereda towards attaining food security, protecting and rehabilitating the environment and provision of adequate social services.

Objectives: The general objective is based on the principles of the institution, to liberate the people of the wereda from poverty and backwardness thereby partnering with government and non-government organizations and individuals and, to organize them on right based principles in the fashion that they can solve common problems and bring development. Its organizational principles are based on voluntary and openness of membership, active economic participation of members, accountability, cultivation of democratic participation of members, and non partisan and self governance among others. Equality, Justice, trust, transparency, self-help, unity and social responsibility seem to constitute the core values.

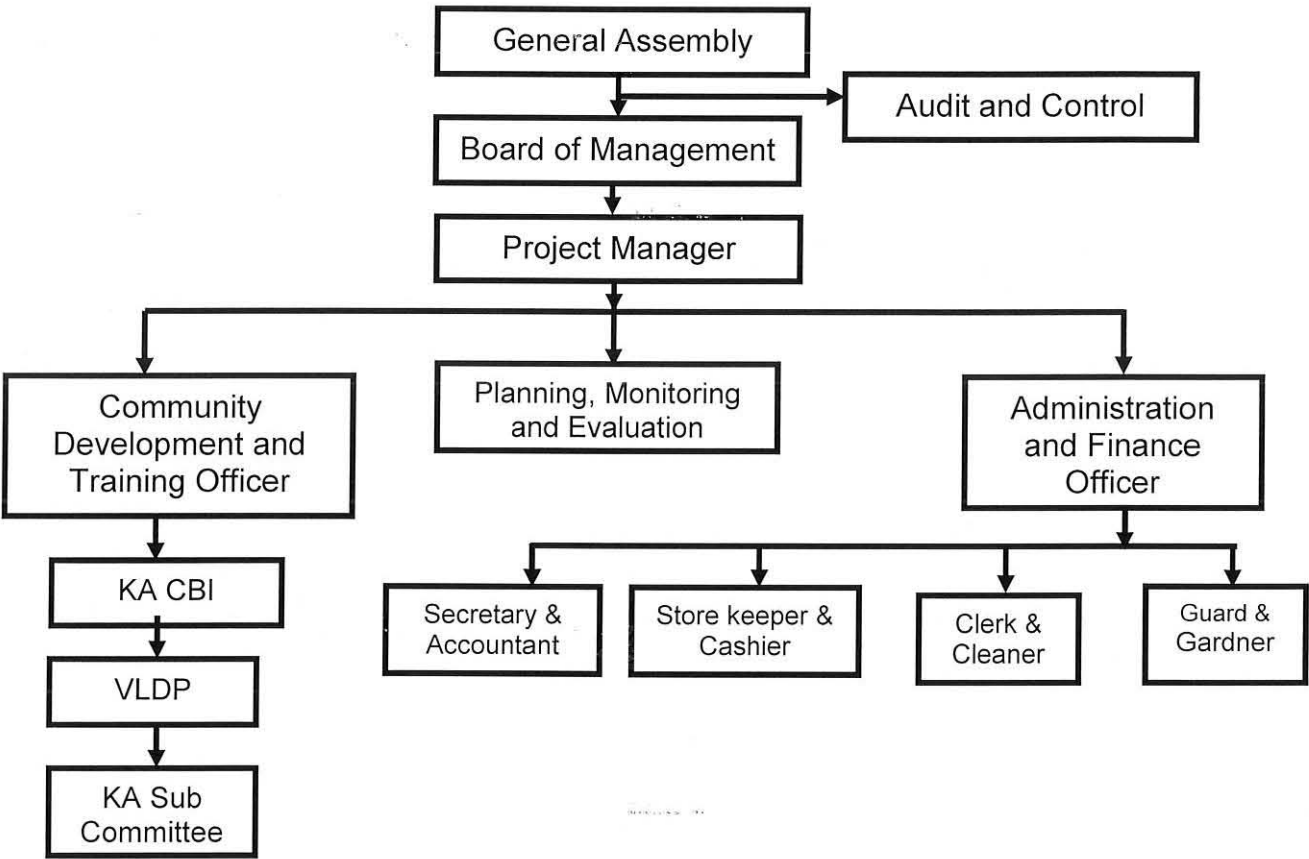
Strategies: Agricultural development, Natural resource conservation and development, Social services, Marketing of products, Expansion of cottage industries, Community

development and training /capacity building/ and application of similar enabling undertakings appear the main envisaged strategies.

4.2.2 Governance and Organizational Structure

Mizrahi et. al (1993) define structure as “the ways in which the members of an organization are arranged in relation to one another, the practical relationship and rules, either formal or informal, that define organizational authority and responsibility.” The Lalomama medir wereda community based institution is led by freely serving board of management and control and audit committees at both kebele and wereda levels. The organizational structure of the institution is portrayed by diagram below.

Diagram 4.1 Organizational Structure of LMM wereda insitution



The organizational structure of the institution depicts the authority, responsibility, accountability, relation, specific task and level of the institution, inter alia.

As could be observed from the diagram, the general assembly is the highest governing body of the institution. The board of management is the next higher body that is elected by the general assembly. The manager is answerable to the board while kebele institution executive committee is answerable to Community Development and Training Officer as portrayed by the diagram. There is no direct structural relation between the board of management and the kebele executive committees as observed from the diagram. This may cultivate ground of mistrust between members and give way for disorganizing the institution. Moreover, the diagram does not show different sub committees that coordinate different activities. In turn this seems to overburden some committed members, especially the chairwoman, with many works of the institution while others talk about the institution only during the monthly meeting. Indeed it seems to contribute to low performance especially in resource mobilization and community participation.

4.2.3 Term of Office

The service period for which the officials of the institution are entitled to serve the institution is determined by the general assembly. This is enshrined in the by-law and indicated under sub article 22.1.4 which explains that term of office of board of management is 2 years. It is further elaborated under sub article 22.1.5 to limit the condition of re-election of members to leadership position and states that members of board of management cannot be re-elected in succession for more than two times for a position. The incumbent leadership of the institution however has been in office for the last four years. There was no election made in compliance with the by-law.

4.2.4 Legal Personality

The establishment of the community based institution in question, discussed so far, was only the process of creating fertile ground that lubricates the establishment of the institution and is informal in the sense that legal recognition is yet to be obtained. Indeed it is not a legally authenticated formation that provides institutional right to undertake development activities as a legitimate body. It is thus only the vertical transformational process of kebele community based institutions and fulfillment of hinged essential

requirements, which gradually nourishes the organizational ground for the institution to acquire legal personality from the authorized body of the government.

To this end the Lalomama Medir wereda community based institution was legally established in December 2004. This legal establishment was authenticated by certificate of registration, which was issued on 14/04/96 E.C (6/12/2004 G.C) from the North Shoa Zone Justice Branch Office, Amhara National Regional State Justice Bureau Not-for-Profit Associations Registration of Certificate, with certificate Number 726/96. Thenceforth it is legally known and officially called as Lalomama Medir wereda Self-Help Community Development Institution.

4.2.5 Meeting

The Lalomama medir wereda community based institution's board of management meets once in a month. The frequency of meeting is governed by availability of money and urgency of members' demands. Members exchange information pertinent to ongoing activities and new manifestations, if any. They discuss upon the requests forwarded to board's attention. They upraise the requests in view of their feasibility, urgency and fairness of distribution and give practical responses within the bounds of their capabilities. They also monitor activity implementation via reports in the meetings. The institution has well established recording system and all formal transactions it made are recorded. The general assembly meets once in a year and hears report of the board, reviews the by-law and elects board members. However, it was found that no review of by-law has been made since its establishment. Election of board members has not also been made since its establishment.

At Kebele level, the study reveals that the executive committees meet two times in a month. It appears, however, more irregular and spontaneous and the frequency seems to be when need arises. The meetings at both levels are often task driven than issues of long standing development. Finding indicates that community meetings were rarely held. The institution and the community may, more over than not, meet face to face during problem identification survey or when there is provision of services. This may seem to open gap between the institution and the community and might have hampered internalization of the institution by members. Members responded when they were

asked about who, for example, is developing spring for them? as “Agri-Service Ethiopia”. At another junction they responded the “government” is doing for them.

4.2.6 Transparency

Transparency is an indispensable tool that solidifies the cohesion between the leadership and the constituency. The study indicates that the institution is transparent in all its undertakings. Needs arise from the kebeles upon the basis of which priorities are set together with same. Projects are prepared and funds solicited. When fund is obtained, participatory action planning is exercised with all the kebele executive committees and each kebele is given physical and budget plan to monitor efficient implementation. Beyond monitoring, this informs them with the budget allocated to them and they can raise demand if their budget is not transferred on time. This seems a concrete base which was found to building strong trust and reliability on the institution.

4.2.7 Accountability

Accountability is viewed from two angles in relation to Lalomama medir wereda community based institution. The first is organizational accountability. This is structural relation in which the board of management is accountable to the general assembly and kebele executive committees to the board of management. The second is performance accountability. This is a scenario which puts the leadership at both kebele and wereda levels under two pronged accountabilities. In the first instance, as the development activities embarked upon are integral part of the kebele and wereda development continua, kebele executive committees are accountable to kebele administration and the community. The wereda board of management is on the other hand, accountable to wereda administration and sector offices, the donor agencies and the general assembly. The board accordingly submits periodic reports to the wereda sector offices and partner NGOs that render technical and financial assistance to the institution.

4.3 The Role of Lalomama medir Community Based Institutions in Enhancing Sustainable Development of the study area

4.3.1 Introduction

The Lalomama medir wereda community based institution plays beneficial role to enhance sustainability of development efforts in the Wereda. Provision of services and environmental rehabilitation, economic empowerment of the community, fighting HIV/AIDS, encouraging participation and delivering of information to members, and mobilization of resources are the key roles that the institution is playing at forefront. According to Yigremew (1999), the role of rural organizations in rural development is crucial and includes a) resource mobilization b) resource management c) service provision d) information exchange e) enhancing popular participation, protecting popular interest and enhancing their claim making power.

To maintain its development role, the Lalomama medir wereda community based institution has clearly delineated functions that the wereda board performs and those that the kebele executive committees undertake. As indicated by the organizational structure, the institution is structured into lower and upper levels. The lower level is the kebele executive committee while the upper level is board of management. The kebele executive committee implements activities at grassroots level while the board plays the role of enforcing policy, planning, coordinating and guiding functions of the institution at wereda level. As Esman et.al (1988) establish, local organization should have more than one level of organization, at least a two-tier pattern, in which the lower tier performs functions at the neighborhood or small group level, while the other undertakes more complex business and governance activities that require relatively larger scale operations. Both levels are accounted for the works within their jurisdiction.

4.3.2 Functions of Lower body

The Kebele Community Based Institution is the lower level and responsible to plan, execute, monitor and evaluate development activities at Got level. There are 33 Gots which constitute the base constituency of the institution and which the kebele institutions coordinate and are accountable for. The KA institution thus mobilizes resources at KA

level and selects members for accessing available inputs. It delivers agricultural productivity conditioning inputs like artificial fertilizers, improved seeds, and necessary information to members of the institution.

Distribution of fertilizers has, however, in built income generating business orientation and is a mandate exclusively entitled to the cooperative organizations which are organized and nurtured by the government. Moreover, the statute upon which the formation and institutional legitimacy of the Lalomama medir wereda community based institution is based forestalls the institution from involving in profit bearing business activities.

Otherwise, it provides improved seeds of crops and improved breeds of livestock to members. These include cereals, vegetable seeds, chicken and sheep. The later three are especially designed to usher in quick asset creation and food security for women and the poor. The distribution is cyclical and carried out on regular basis and dictated by seasonal calendar. Moreover, it passes necessary information pertinent to input centers and related prices of required items like seeds to members. It further coordinates the means of attaining the inputs and members' expectations hitherto hinged to this. The KA institution also regularly follows up the wellbeing and functioning conditions of social services-schools, health posts, drinking water points, etc. and reports to the wereda board to take timely measures. Further, the KA institution regularly makes needs assessment of members, prioritizes and takes the needs to the board with application. The table below portrays inputs delivered by kebele community based institutions in relation to type and gender.

Table 4.4 Input delivered and participants reached.

No	Input type	Amount distributed in quintal	Participants		Total	Remarks
			Male	Female		
I	Cereals					
1	Wheat	494.47	1693	583	2276	Improved seeds organization
2	Faba beans	147.38	655	178	833	

3	Lentils	2	10	-	10	
II	Vegetables	Kg				
	Carrot	14.75	1156	389	1545	
2	Potato	122.16	500	201	701	
3	Beat root	9.5				
4	Tomato	2.1				
5	Kosta	4				
6	Selata	1.1				
7	Head cabbage	8				
8	Onion	8				
9	Garlic	100				
III	Fertilizer	Quintal				
1	Urea	425				Sold in cash
2	DAP	270				Sold in cash
IV	Tools	Number				
1	Watering can	250				Distributed to KA institution
2	Drip plastic	237				" "
V	Sheep	Number				
1	Female sheep	580	130	390	520	Revolving
2	chicken	500	-	167	167	

Source: CBI 2006 Annual Report.

The table shows five categories of inputs that have been delivered to members of the institution. The table also portrays the number of beneficiaries who have accessed the inputs thereby desegregating by gender. The blank spaces are those for which data were not been able to obtain during survey. It indicates that more male members have accessed the inputs than female members. This was observed to be in congruent to the number of beneficiary households headed by men and women, and no gender biasness was sensed at this juncture. In relation to this, respondents (100%) indicated that they are highly satisfied with the inputs, type, cost and timeliness of the services they get and conformed that there is no discrimination between sexes to access services.

Provision of inputs is based on contractual and free delivery basis. For inputs like cereals and potato, the delivery is based on contract basis. The over ruling institutional statutory norm is such that members who are provided with seeds should meet a requirement of depositing $1/4^{\text{th}}$ of total cost of the seeds in cash, and return the remaining $3/4^{\text{th}}$ (75%) in kind within time not later than a month after harvest. In addition, the statute is such that apart from depositing the 25% of the total cost, the borrower is required to present a person guarantee, a sign qua non. This puts his/her application under stringent monitoring by both the bailer and the kebele executive committee. This appears essential and good practice to protect possible fraudulence and to maintain provision of the desired seeds on continuous basis. Farm implements like watering cane and drip plastic are however provided without charge.

During discussion, respondents were asked why they charge pre-payment in cash from a member; why they recollect the seeds and why do not the members keep the seeds with them? They responded that the pre-payment is charged as insurance for seeds that may probably not be returned in compliance with the agreement signed. To keep the seeds with members is also risky. Because they might be tempted during shortage of food grains and use the seeds for food. Then there will be scarcity or complete lack of seeds to recycle the provision to other members, which will in effect result in low production of the crop and by transitivity, will give way to occurrence of food insecurity.

Finding evidences that the seeds are recollected from members without any plus on the amount of seeds they borrowed. The money they deposited before as pre-payment is calculated and they return the balance in kind. This recollected seeds are stored and redistributed to other members who have not got the chance before to access the seeds. That is how seeds are recycled and now all the members of the institution are secured both in food and seeds, they responded. This appears to serve as seed bank and provided reliable source of seeds for members. It seems to have also provided credibility to the institution. When members were asked whether they have doubts of getting seeds, they responded that they are certain to get the seeds and they highly rely on the institution. As North (1990) established, institutions reduce uncertainty by providing structure to every day life. When non-members were asked, they responded

that they do not get the seeds because the institution does not provide them for they are not members. They indicated that because of this, their harvest from the same unit area of land is lower than that of members who are using improved seeds.

It was observed that all the kebeles do have, apart from grain store, defused light store well structured and managed for storing potato. They have weighing balance with which they weigh and collect the balance of seeds returned from the users.

The pictures below show seeds being collected and defused light store.



Photo-right: Seed being recollected

photo-left: Defused light store

Regarding distribution of sheep, members who should be entitled to access them are identified upon need assessment and report is submitted to the wereda. Then the sheep are purchased and provided to the kebele executive committees on the basis of agreement signed between the two bodies. The kebele executive committees distribute the sheep to identified and interested persons on agreement in turn signed between the kebele executive committees and individual beneficiaries.

The payment modality is such that the initial money for which the sheep were bought should be paid within 3 years. The kebele executive committees then retain 50% of the money collected to their kebeles and reimburse the remaining 50% to the wereda

institution. Respondents were asked as to why the kebeles take 50% of the money, when they originally did not own it. They responded that the relation between kebele executive committees and board of management was designed and adopted in such a way that kebele executive committees retain 50% of any income to their kebeles and reimburse the remaining 50% to wereda community based institution board of management. This, beyond strengthening the kebeles at the cost of the wereda apex, seems to create dependency syndrome and may provide the relationship between the two levels an extractive relation.

4.4 Functions of the Wereda Apex

Different social services, livelihood and environmental as well as capacity building activities are undertaken by the institution.

4.4.1 Social Services

School and health support, fighting HIV/AIDS and Harmful Traditional Practices, and potable water development are the main social issues that the Lalomama medir wereda community based institution is trying to address.

4.4.2 School and health support

It was reported that the institution has provided learning materials like exercise books, corrugated iron sheet, packets of nail and playing balls, to some schools. The table below portrays items provided to schools and health service.

Table 4.5 portrays school and health support

Types of items	Quantity	Schools supported	Health service (human&animal)	remarks	
Corrugated iron sheet	08	018			
	40	02			
	30	025			
Nails	5kg	025			

Revolving fund			10,000 birr for human, 10,000 birr for animal	Released upon requests of concerned offices
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As indicated by the table, the institution has provided material support to 4 schools and allocated a total of 20,000.00 birr as revolving fund for human and animal health. The support is made when the concerned offices request the institution to support their efforts. Concerning support of schools, the procedure is such that the kebele executive committees identify problems in collaboration with school committees and write letters to the wereda education office. The education office in turn writes letter to the wereda board of the institution thereby indicating the problems and the types of support they need. The board then meets, discusses over the requests, and gives practical responses. With respect to both human and animal health service support, the board releases the fund when offices of health and agriculture request support by letter thereby indicating the problems that are manifested with their relative magnitude. They then buy medicines with the money and reimburse it after they have tackled the problems. According to members of the board, wereda health and agriculture offices were intentionally made to request the required supports by letter as this would prompt them to recognize the institution. Further they asserted that it is to avoid unnecessary wastage of resources.

These supports seem to have fourfold impact. Firstly, the schools continued to offer healthy education services to the students. Secondly, the community's health as well as their livestock's health is maintained. Thirdly, sector offices likely or unlikely seem to provide recognition to the institution. Fourthly, it integrates the efforts of the institution with wereda's development efforts. The procedure also seems to indicate efficiency of the institution by way of protecting resource duplication.

The institution has in addition provided some schools with learning materials like exercise books, playing balls, and writing materials. It has also provided tree seedlings to some schools. For data were not available, it was not nonetheless possible to indicate

by figure. However, survey of primary schools of Kebele 02 and 017 shows that the schools' compounds are covered with Eucalyptus trees which are almost reaching salable growth. The director of 02 primary school indicated that there is cordial relationship between the school and the institution and they give necessary support to the school.

4.4.2 Addressing HIV/AIDS Issues

HIV/AIDS is one of social and economic issues that the Lalomama medir community based institution is addressing. In this regard, the institution has intention of providing care and support for HIV/AIDS orphans. To materialize its intention, the wereda community based institution has prepared a two-year dairy project with assistance of ASE's technical staff and was able to secure fund from wereda HIV/AIDS secretariat. With the money they secured, they have bought 7 cows and manage them on the farm they were provided for the purpose. All the seven cows have calved and there were 14 heads of cattle during the survey. Despite the main intention is to provide care and support for orphaned children with the income from the dairy, the spillover of the effort seems to benefit the town dwellers by providing milk. It has also created job opportunity for 3 persons-1 herdsman, 1 milker and 1 milk seller. This effort further appears to integrate the works of the institution with town dwellers and may serve as unintended expansion mechanism thereby amplifying its role in development.

The study revealed that selection of the orphaned children has not been made. Nor have the intended care and support services yet been started for the children. Apart from this, the institution is addressing social issues like, family planning and harmful traditional practices by using different indigenous mechanisms. Traditional drama club is one of the mechanisms that they are using to educate the community. There is one drama club in each of all the 10 kebeles. The clubs comprise 15 members each and religious leaders play crucial role in some of the clubs. The clubs present educational dramas and poems that can easily pass messages in meetings that are organized either by the institution or kebele administration. The clubs, apart from educating the community thereby simulating the socio-economic effect of these social malaises,

appear crucial to introduce the institution with others and play the role of preserving and transmitting culture.

4.4.3 Provision of potable water

Provision of clean drinking water is one major component and prime activity of the institution. It is often said that Lalomama medir wereda is potentially water abundant. But amidst abundance, the people suffer from lack of clean water to drink. The long distance to fetch water, according to the respondents, has compounded the drudgery of women and the unsafe water fetched has engendered water borne diseases to their children. To curb this problem, the Lalomama medir wereda community based institution is managing 21 water points. Five of the water points have been surveyed during field work by the researcher. Out of the five water points, two were the previously developed water points while three are newly developed springs. The table below depicts the springs in relation to their location, usability condition and number of households using the water.

Table 4.6 Potable water developed or maintained by CBI and water users

No	Kebele	Type of developed water	House holds served	Current condition	Water Users Committee		
					Female	Male	Total
1	02 (womcha)	Spring	37	New	2	3	5
2	05 (Ago)	spring	25	damaged	2	3	5
3	017 (Kilerbo)	Spring	52	New	2	3	5
4	O18 (Wegere)	Spring	59	New	2	3	5
5	025 (Shesho)	Spring	54	poor	2	3	5

Source wereda CBI document 2006

The table vividly depicts that a good number of households are using the waters. The users of these waters when multiplied by 5, taking average family size as 5, and

multiplying it by total household are 1135 people, not to count the animals. In accordance with division of responsibilities and as enshrined in their by-law, the wereda board allocates money for constructing the necessary structures and sponsors skilled labor that is deployed to humanize the springs. The kebele executive committees draw water utilization programs and determine utilization fee and conditions of utilization. They also facilitate the election of water committees and follow up performance and uninterrupted services of the waters. The 3 columns on the left side of the table evidence virtual establishment of the committees and their gender composition.

Out of the waters surveyed, three (02, 017 and 018) are newly developed by the institution while the other are previous ones. It was observed during the survey that the water point at Ago (05) was damaged and no rennovative measure was taken. The one at Wegere (018) was not fenced so as to protect it from damage. The spring cupped and was giving service for the community for long time at Shesho (025) too, was observed being inappropriately utilized and mismanaged and therefore heading to stop serving the community.

In all the sites visited, the existence of water committees was informed to be there but empirical survey shows that their existence was only nominal. In triangulating the investigation about whether really the committees were there and operational, it was discovered that though they were established, they are not discharging their responsibilities properly. The water committees reported to exist as shown in the table consist of 5 members of which women uniformly make 2. Even then, a woman chairing any one of the committees was not figured out. According to the findings, water users do not contribute any coin for the service of water they get. Neither was there any subscription nor modalities of utilization of the waters, both for humans and livestock, determined by any one of the water committees.

Photo: Newly developed spring in kA 02



The longevity of services of the water points is questionable because less commitment to care for the waters was observed and dependency on outside agency “to do the work for them” is the trauma from which the KA executive committees suffer. Though they do not completely rule out, E. Crowley et.al (2005) argue that longevity is not necessarily a good indicator of success and organizational well being, as an MBOP can be highly successful and then dissolve when it has achieved its objectives, or it may last a long time simply because it is subsidized by external funding. Unarguably this opines with single task and specific mission organizations whose organizational being is oriented with accomplishment of that very task only. Nonetheless with multi-task organizations like Lalomama medir wereda community based institution, the longer the services, the higher are improvements to economic and social status, or well being of its members, invigorated self-esteem and hence the higher the impetus to sustainability.

In some Kebeles it was observed that the people in whose need the waters have been developed were looking for safety net assistance to fence the waters and protect them from damage. Out of the 5 water points surveyed 1 (20%) was abandoned because of damage, 1(20%) was in poor condition and even dangerous for children to collect water, 2 (40%) were not fenced. Indifference was observed in the community which appears to stem from dependency hysteria. Nonetheless, 1 water point was under construction in an area where the problem seems compelling. This is in one of the remotest Gots in Kilerbo

(017), which has never been reached by any body, according to the respondents, and is enormously water stress. High community participation was observed here. This appears to evidence that lack of water was the real problem of the community and the unreserved participation of the community may suggest that communities that are aware of their pinching needs participate more to solve their problems by themselves. It may also indicate the institution's intimacy and responsiveness to felt needs of members.

4.4.3 Livelihood Diversification

The Lalomama medir wereda community based institution appears to attempt to employ different strategies that enable members to create asset and emerge food secure. Poultry and sheep production are tangible livelihood strategies that the institution encourages members to engage in. These activities are seen as livelihood strategies that have immediate economic effect. Mainly women and the poorest members of the community are targeted. It is assumed as an opportunity that creates asset to members and enables them to have access to basic needs. Five women who participated in the focus group discussion and who are users of the program responded that poultry project is a "liberating" and "empowering" project. They asserted that, previously we were waiting for the handouts of our husbands. We used to fall courtesy for whatever they grudgingly threw to us. We could not utter a word. But now, they said, we do not ask our husbands for petty domestic expenditures, for some of our children's school demands and other demands uniquely of women. We just do it ourselves. From their expression it appears that these activities have created real possibilities especially to women to attain tangible outcomes. The World Bank (2005) establishes that empowerment is the process of enhancing the real possibility that an individual or a group expresses choices, and transform their choices into desired actions and outcomes. Individuals, households and communities need both opportunity and capability in order to be truly empowered.

There are 2 poultry houses in which a day old chicken are managed, reared and distributed to beneficiaries. The chicken are bought from Debrezeit poultry center and brought to the sites by the wereda board. The kebeles in which they are sited carry out the management practices. The chicks stay there for two months and then distributed. In

relation to management, training was organized by the board and given to care takers by wereda agricultural office. During the survey, it was witnessed that 332 day-old chicks have entered the poultry house at 025 KA out of the 600 chicks payment has been effected for.

There is a gap in time to bring the chicks to the sites and distribute to members. In this respect, the year 2006 seems unnoticeable for any poultry activity. According to the information obtained, that year was the year of global bird flu and they did not bring the chicks because of the fear of the disease. This may imply that national and global situations have influence on its intentions which the institution needs to consider especially during planning. It also gives insight about the importance of information and pertinent adjustment for the institution so as to counter forces that rush towards its entropy.

4.4.4 Environmental Rehabilitation

Lalomama medir wereda is the area where environmental degradation is highly experienced. Degradation is practiced in the wereda for five main reasons. Firstly, the poor households' livelihood seems to be based on charcoal production. Secondly, the middle and rich peasants seem to clear the land for agricultural purposes. Thirdly, they both seem to use the trees for house construction. Fourthly the society seems to expand to marginal and forest areas for settlement and agricultural activities because of population increase. Lastly intense rain washes away the soil and minerals necessary for crop growth. To counteract this scenario, environmental regeneration seems one major area that the Lalomama medir community based institution has embarked upon. As Elliott Jennifer A. (1994) establishes, above all, 'development' needed to be sustainable; it must encompass not only economic and social activities, but also those related to population, the use of natural resource and the resulting impacts on the environment.

To rehabilitate the environment, the institution grows tree seedlings and distributes for members and non-members to plant. There are six nurseries which are managed by the

wereda institution. Different exotic and indigenous species of tree seedlings are nurtured in the nurseries. The table below portrays nursery sites vis a vis their performance.

Table 4.6 Nursery sites and their performance

N0	Location	Size	Capacity (Seedling)	Seedling variety sown in 2007	Amount distributed (2005-6)	Number of workers
1	02	2500m2	375,000	Eucalyptus: (globules, saligna),Olia Africana, Juniperus procera, Azardivacata endica, Gesho, Podocurpus, Acacia Abssynica, Moringa oleifera	Euc. 174,000	5
2	05	1000m2	100,000			3
3	09	3950m2	450,000		Junip. 150,120	6
4	017	2500m2	375,000			5
5	024	2250m2	300,000		Gesho 175,880	5
6	025	2000m2	200,000			4

Source: Wereda CBI annual report of 2006

Note: The species and variety of seedlings grown in all the sites are similar.

As most often not usual, the institution is also capitalizing on growing and distributing indigenous trees without abandoning growing exotic species as well. The study disclosed that this is intentionally made to maintain rehabilitation of the area with exotic trees and enhance regeneration of indigenous species that are becoming items of rarity and which have conservational, ornamental and medicinal values.

Different varieties of seeds are grown in the sites and distributed on both cash and free basis. Individuals, whether members or non-members, buy the seedlings in cash (40 seedlings =1birr), while organizations-schools, youth, Kebele administrations are provided freely to encourage environmental rehabilitation.

The picture shows forest rehabilitation effort of the institution thereby growing tree seedlings in nursery sites.



Seedling management

As computed from the data obtained from wereda community based institution's office, about 1,800,000 seedlings have been produced per production year in the nurseries. During 2005-6 production years, the seedlings produced were 500,000 seedlings which appear to indicate mammoth decline. It was discovered that the nurseries were not operating at their full scale during this time. Not many nursery workers were also there to take care of the nurseries. The wereda board members indicated the decline in production and reduction of effective production of sites was because of financial and labor shortage that the institution has encountered. This diminishing production and inability to utilize the nursery sites to their full capacity appear to have ignited conflict between the institution and government bodies. The Wereda Administration and Office of Agriculture affirmed that the institution was unable to run the nurseries properly.

Nevertheless, all the nurseries were observed sown with various tree seeds varying from indigenous to exogenous species when this study was being undertaken in February 2007. There were also 28 workers hired and deployed on each site to take care of the nurseries. This is because of the financial support the institution was able to secure from Action Aid Ethiopia.

The effort appears of vital use to conserve physical resources. However, because there is very little value that the community assigns to tree seedlings and the price is low as

well, not many members were found to benefit by generating income from this sector. Moreover, because there is no delineated area for the institution to cover with vegetation, the seedlings are distributed to individual households and service centers. Therefore, the effect of reforestation was observed only around individual houses and service centers. Despite this makes monitoring cumbersome, except for service centers, it seems to shadow the effort of the institution as there are immensely wide open spaces with no vegetation cover.

4.4.5 Capacity Building of Members and Stakeholders

The institution builds the capacity of kebele community based institutions executive committee members, members and village level development promoters. Moreover, capacity building training and workshops are organized for other stakeholders-wereda sector offices, religious institutions, traditional local institutions, youth, and women's affairs to raise their awareness and have similar development rhythm with the institution. The table below shows the capacity building training facilitated by the board.

Table 4.7 Capacity building trainings organized during 2004-2006

S/N	Training Topic	Training period in days	Training Participants				Facilitator
				Male	Female	Total	
1	Utilization of drip irrigation	2	CBI members & VLDPs	20	1	21	Trained CBI members
2	HIV/AIDS & HTP	3	Idir leaders & elders	59	5	64	Health office
3	Production & consumption of vegetables	3	CBI members	-	33	33	VLDP

4	Financial & Property management	4	KA CBI leaders	42	5	47	Wereda CBI experts
5	Project Preparation & management	2	CBI leaders, VLDPs	42	5	47	“”
6	Land preparation, management & utilization	4	CBI leaders & VLDPs	51	5	56	“”
7	Health and gender equality	2	KA drama clubs	10	-	10	Youth, culture & sport office
8	Property, finance administration and control	2	KA CBI leaders & control committee	27	3	30	Wereda audit & CBI worker
9	Family planning, HIV/AIDS and Family Law	3	KA women & GO workers	4	25	29	Justice office, women's affairs and health office

Source: wereda CBI document 2006

As shown by the table, training was organized by the institution on nine thematic areas. The table depicts that in all the themes, except two, male participants dominated the trainings. The table shows that 92% participants in the training themes like HIV/AIDS & HTP, and 100% participants in health and gender equality were male participants.

The table further portrays that it is only in 2 training themes that women dominantly participated thereby constituting 100% in training sessions of Production & Consumption of Vegetables and 86% in Family Planning, HIV/AIDS and Family Law. In all the rest of

the trainings undertaken, men unequivocally dominated the training. This may indicate that male supremacy over women is highly prevailing in the area. Also because trainings usually entitle one with allowances, the group responses indicate as though there is selfish motive of pursuing own benefit by the coordinators.

4.4.6 Employment Creation

The Lalomama medir wereda community based institution implements activities by both skilled and unskilled labor. To this end, the institution has opened job opportunity for 46 people. This is an aggregate of technical and support staff and casual workers that are deployed to effect field practices in the sites. The table below shows workers that are employed by the institution and associated remunerations.

Table 4.8 Lalomama wereda community based institution employees

S/N	Personnel	Educational Level	Qt	Monthly salary (birr)	Yearly salary	Remarks
1	Admin. & Finance	Diploma	1	1200.00	14,400.00	
2	Project Officer	Diploma	1	1200.00	14,400.00	
3	Driver	Certificate	1	816.00	9,792.00	
4	Secretary typist/cashier/store keeper	Diploma	1	750.00	9,000.00	
5	Clerk & cleaner	12 th grade	1	200.00	2,400.00	
6	Development promoters	R & writing	10	150.00	18,000.00	
7	Guard & Gardners	R & writing	2	250.00	6,000.00	
8	Nursery guards	R & writing	6	105.00	5,670.00	For 9 months only
9	Nursery supervisors	R & writing	1	250.00	3000.00	
10	Nursery gardeners	R & writing	22	90.00	17,820.00	For 9 months only
	Total		46		100482	

Source: Wereda CBI document 2006.

The table shows that 15 workers, including administration and finance officer, 2 guards and gardeners and 1 nursery supervisor are employed on year basis while 28 workers are employed on seasonal basis. The table also indicates educational level of the workers and monthly salaries of the workers. It depicts that a total sum of 100482.00 birr was made possible for 46 workers to access per annum as payment for works they perform.

4.5 Resource Endowment and Linkages

Resource endowment of the community based institution is assessed from various angles of resource and sources which are presumed to give them institutional vigor to sustain and contribute to sustainability of development. Physical resource-land, office buildings, Education level of the leadership, Financial resource and Sources of funding, were the critical variables, inter alia, which the research focused on. These variables are critical because they determine the capacity and success of the institution to sustain as institution and contribute to development.

4.5.1 Physical Resource

The study shows that the kebele branches of the Lalomama medir community based institution are endowed with offices and stores well structured by Agri-Service Ethiopia during its active operational period in the area. However, no possession of land was evidenced in any one of the kebeles of the institution.

The wereda apex of the institution on the other hand was discovered to have land for growing commercial trees like eucalyptus tree, nursery sites, and land for dairy farm which was provided to it by agricultural office and the municipality. It was observed that the land which is about $\frac{1}{2}$ a hectare is covered with Eucalyptus tree seedlings. This may probably serve the institution to generate own income and do development, on condition that they are allowed to, though it appears very little in relation to their multiple tasks.

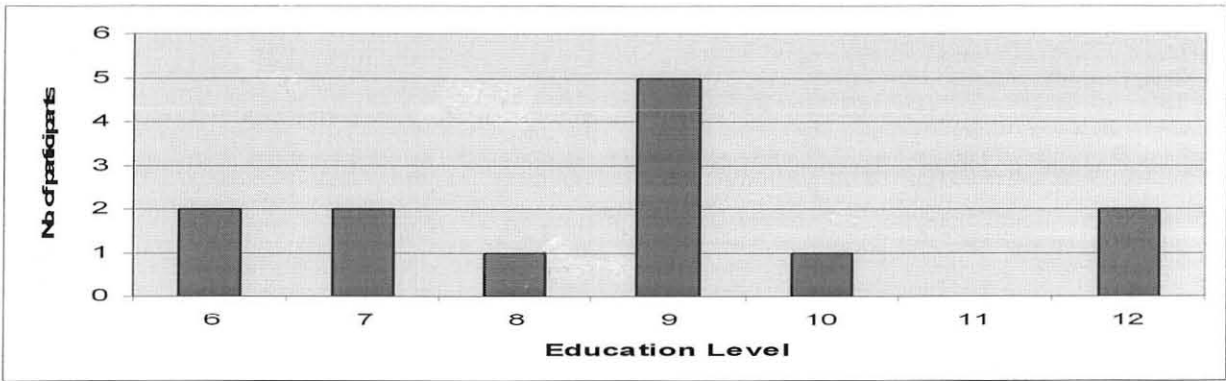
Nonetheless, the study revealed that the apex body does not have either store or office. For the time being they are using the building constructed by the NGO, for it had not yet

handed over to the offices entitled. Lack of own office seems to have put the institution under pressure as indicated by the board. In this connection, the board of management expressed their fear that because they do not have their own office at wereda level, and because they can not build it in immediate future, they are very much worried.

4.5.2 Education

The educational level of members of the board of management and audit and control committee seems to fall within the range of elementary standard and high school. Evidences suggest that not many of them have attended more than grade 10, but few. The detail is indicated by the diagram below.

Figure 4.1 Educational level of CBI leadership



Source: CBI office

As shown by the figure above, 11 members of board of management and audit and control committee are within educational level ranging between 6th and 10th grades while only 2 of them have reached 12th grade. This indicates 18% of the leadership reached 12th grade, 18% reached 10th & 1st grades, 45% reached 9th grade, and 18% 6th & 7th grades.

Success of development projects is a function of managerial capacity which in turn is a function of skill and education inter alia. This is a critical factor as the current development phenomenon is complicated by 'Read Elites' turning to usurpers of public resources and presenting complex challenges to those less informed and strive for own enrichment. Observing standard of education of members from the figure above, the

leaders appear to have low education and lack relevant skills to manage large projects. Therefore, it may imply that members could find it difficult to technically deal with development outlays. This may further give chance to morally eroded and dishonest employees to misappropriate the property of the institution thereby playing fictitious figure-game and monotonous technical jargons. As Robinson et.al (2000), establish many local communities may not have the skills and resources needed to manage complex programs, and can be dominated by incompetent or even predatory local elites.

4.5.3 Financial Resource and Source of Funding

The financial capital that the institution mobilized up to the study period was 1,961,165.00 birr. The money was obtained from different sources. The sources are: members' contribution, Agri-Service Ethiopia, Action Aid Ethiopia and Local government.

a) Members' contribution

One source of fund of the institution is members' contribution. Members of the community based institution contribute two types of contributions. These are namely, registration fee and monthly contribution from registered members. Registration fee is 1 birr while monthly contribution is 0.25 cents per month. The number of members by kebeles and amount that has been contributed from each member is shown by the table below.

Table 4.1 CBI kebeles, members and contribution

S/ N	Kebele	Members of the Association		Members Total	Total amount of money contributed		If all members contributed Membersx3birr
		Female	Male		Birr	Cents	
1	02	84	224	308	863	-	972
2	05	64	265	329	586	-	987
3	08	58	229	287	405	-	861
4	09	36	178	214	298	-	642
5	017	132	546	678	1014	-	2034
6	018	78	246	324	476	-	972
7	023	30	186	216	286	-	648
8	024	48	289	337	498	-	1011
9	025	93	205	298	415	-	894
10	026	52	207	259	324	-	777
Total		675	2575	3250	5165	-	9750

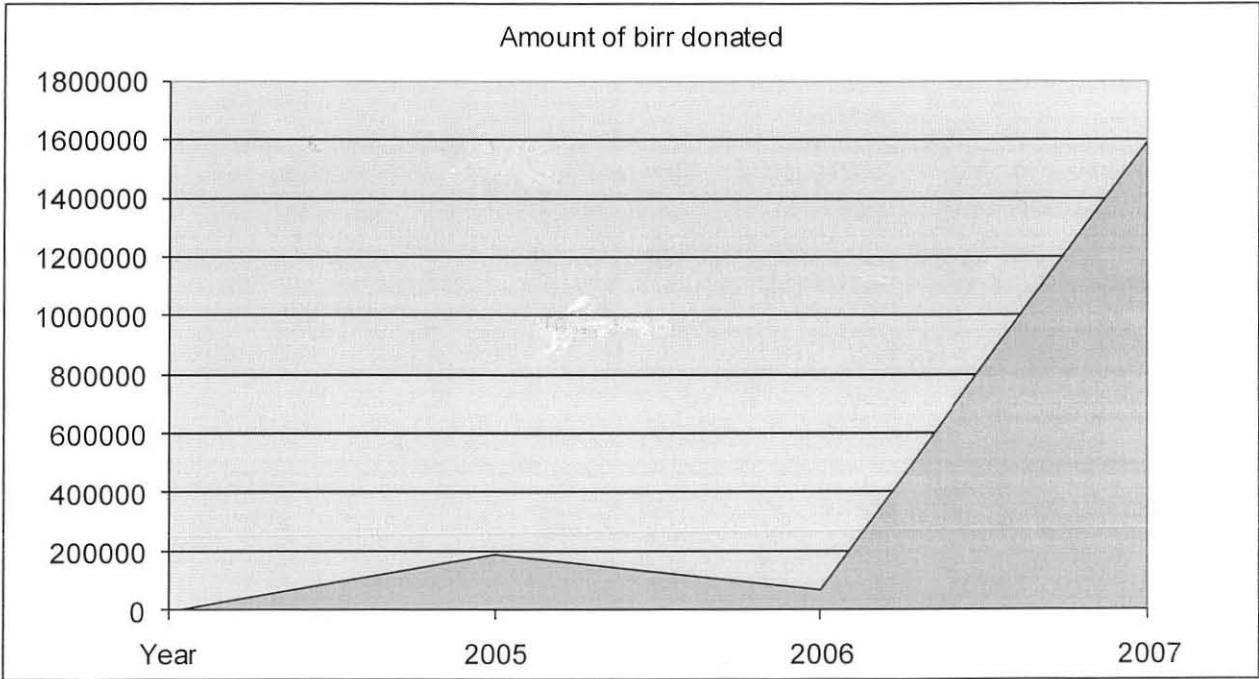
Source: CBI document 2006.

The table indicates that total number of members is 3250. Total amount of money they contributed in 4 years' time is 5165.00 birr. When computed from the table, the total amount of money that must have been collected from monthly prescription would have been 9750.00 birr (100%) for one year, without including registration fee. The actual collection is less by 4585.00 birr thereby making out standing members' contribution 47%. Computing for four years of span of the institution, members' contribution would have been 39000.00 birr. This shows that members' contribution amounting 29250.00 birr or 75% is expected to be contributed from members.

b) Support from Donor Agencies

The Lalomama medir wereda community based institution was able to secure fund from partner development agencies and local government. The agencies are Agri-Service Ethiopia and Action Aid Ethiopia. According to the information obtained from the wereda board, Agri-Service Ethiopia provided them 283,000.00 birr apart from the technical personnel they assigned to assist the institution. Action Aid Ethiopia donated 1.6 million birr for one year to enhance their capacity building effort. The wereda HIV/AIDS secretariat, which is under the wereda government, has also donated 73000.00 to help them manage the dairy farm they initiated for support of HIV/AIDS orphans. The figure below indicates financial situation of the institution.

Figure 4.2 Donation given to the CBI (Source: CBI project document)



Percent share of financial sources is computed as follows. Total financial capital is 1,961,165.00 birr. Out of this members' share of contribution is 0.26%, Wereda council's donation is 3.74%, ASE'S cash donation 14%, and Action Aid Ethiopia's donation 82%. ASE has also assigned one technical back stopper whose salary it pays and a vehicle to enhance their capacity. The salary of the back stopper is not however inclusively calculated. The computation result vividly shows that members' share is significantly low. Given this absolutely low share of members, one can argue that the institution relies more on external assistance than members' own contribution.

4.6 Linkages

Linkage with other organizations is of paramount importance for sustainability of the institution. Apart from serving as source of finance, these organizations will create an enabling environment for the institution. According to Jazairy et al (1992), grass roots organizations must eventually be linked with higher level organizations, central government agencies and private business if long term impact is to be achieved. The study has surveyed linkages the institution has developed with others at various levels.

4.6.1 Linkages with Kebele Administration and Sector Offices

The relation the kebele branches have with kebele administrations appears to be based on both horizontal and vertical relations. With respect to functions of the institution, it is based on horizontal relation. The kebeles recognize and respect the institutional being of the institution and cooperate with them for activities and community mobilization they want assistance from kebeles. Administratively the kebele branch institutions are cooperative and obedient to execute orders passed to them from Kebele administrations as they are also part of the kebeles.

The relation between the Kebele institutions and the kebele administrations seems cordial and mutual. These cordiality and mutuality appear to emanate from the fact that in all the ten kebeles, members of the institution have also occupied kebeles' leadership positions. They are cabinet members in some Kebeles while they are kebele administrators in others. It appears this earned them emotional support and fraternity

from the kebele administrations. It also sounds essential to integrate development activities of the institution with that of the Kebeles which is important milestone for sustainability.

4.6.2 Linkage with Government sector offices and local Institutions

At wereda level, the board of management has created linkage with relevant sector government offices. Wereda Administrative Council, Offices of Health, Education, Rural Development and Agriculture, Wereda HIVAIDS Secretariat, Office of Women's affairs, Office of Justice, Office of Culture, Youth and Sport, Zone Administrative Council are sectors and governance bodies with which the Lalomama medir wereda community based institution has created linkage at wereda level.

Finding indicates that the institution seems to coordinate sector offices with relevant expertise to assist its efforts where needed. As a result the rural development and agriculture office gave training for their members on poultry, bee management, and on water management. Apart from offering technical support to the institution, the wereda sector offices seem to have recognized thereby appreciating the role that the institution is playing to enhance development in the wereda. Especially the workshop organized by the researcher was instrumental to elicit valuable information and identifying gaps between the institution and the government offices.

The workshop has contributed enormously to bridge the gaps and impacted the officials to change their negative views. Hence, the output of the workshop was that the seemingly unbridgeable rift between the polity and the institution was narrowed; the local government bodies understood the institution as real development agent, and spirit of cooperation was developed. This was learnt after the workshop participants visited the difficult place where the institution developed spring water in Kebele 017. During reflection after the field visit, the participants, including the wereda Administrator, highly appreciated the effort of the institution and confessed that they were mistaken by seeing it as non-contributing. This may imply far reaching lesson that workshops can serve to change animosity to friendly atmosphere thereby bridging the gaps that are created by misunderstanding between stakeholders.

The wereda board during discussion about their relationship with wereda council responded, previously the council did not like us, they barely cooperated with us for activities we mobilized and rather they took us as a threat to the administration. However, having seen our determination to raise our voice high and our ability to stand firm for the cause of the people and witnessing our effort and commitment to development, they have grudgingly turned their faces to us. Now they are inviting us for meetings concerning development, as an institutional entity, by letters and share us their agenda.

4.6.3 Linkage with Local Informal Institutions

It appears that Lalomama medir wereda community based institution has also strong relationship with Iddirs, religious institutions, and women's and youth's associations. This is a horizontal relationship which was implicitly or explicitly created by the related institutions to reinforce each other in the development landscape that requires their corporate efforts.

The institution organizes a capacity building trainings to Iddirs, women's and youths' associations, and religious institutions (Christian-orthodox). The board members responded that this is done with undercurrent institutional motive of rallying the communities at large along its objectives and building potential constituency. The trainings they offer to these local institutions appear to earn them recognition by the community. It further seems to provide the institution a venue of Public Relation and expansion to other communities that have not been embraced by the institution.

The effect of the trainings was found that the institution seems to laterally expanding without preaching about itself to other areas. This is evidenced when 40 potential members from kebele 04 and 10 from kebele 03, being inspired by the training their leaders have participated in, applied to be members of the institution and waiting for response.

4.7 Views of Local government and Sector Offices

The views of the government bodies were surveyed. This is because sustainability is realized only when the activities of the institution are recognized and integrated with that of the local government's efforts and the community based institution is included in the governance and local development planning. As Burky. S. (1993) argues, no people's organization is going to achieve development on its own. Ultimately partnership of the people with their government must be forged.

Eleven representatives from wereda sector offices and administration were involved in the interview. The wereda sector offices, wereda administrative council chair and vice chair persons, women's affairs office, cooperative, food security and water desks, were interviewed to reflect on the working environment of the institution. They were asked about the institution's contribution to poverty reduction, natural resource maintenance, food security, education, and health fighting HIV/AIDS and harmful traditional practices, organizational strength, management capacity, effectiveness, relevance, transparency, accountability, awareness, and participation of women, self reliance of the institution and the possibility of accessing public fund. Very high, high, moderately high and low were measures against which responses were weighed.

All the respondents 100% (11) indicated that Lalomama medir wereda community based institution's contribution is very high. All the respondents 100% (11) also said that its organizational strength and management capacity is low. 18% (2) of the respondents expressed their views that the institution is highly effective, 36% (4) said that it is moderately effective, while 45% (5) indicated that its effectiveness is low. 55% (6) respondents said that the institution's relevance is very high while 45% (5) responded said that its relevance is high.

Regarding transparency and accountability, 100% (11) expressed the institution as transparent and accountable. 36% (4) responded that the institution's members and leaders' awareness is high compared to non-members, whereas 64% (7) responded that their awareness is moderately high. Women participation was reported by 100% (11)

respondents to be comparatively high. 27% (3) indicated that its self reliance is moderately high while 73% (7) said its self reliance is low. 18% (2) responded that it can access public budget. 82% responded that it can not access public budget. 36% (4) said its commitment is high, 64% (7) responded it is moderate. Regarding financial viability, 100% (11) responded that it is not viable. 27% responded that their linkage with sector offices is moderately high while 73% responded it is low.

4.8 Enforcement Mechanism

The finding reveals that two conditions make enforcement effective. In the first instance because the benefit of failing to comply is exceedingly less than the cost to comply, not many members opt to disobey. Empirical survey indicates that differential provision of improved seeds alone seems to keep members in compliance. Secondly, the relations that prevail between the Lalomama medir wereda community based institution at both upper and lower levels and other local institutions appear cordial. The administration (particularly kebeles), Iddir and religious institutions are interwoven with the institution either by being members or supporters. This scenario seems to create fertile ground for the institution to deal with some undesirable deviations from the norm of the institution which may be experienced by some defaulter elements. Besides, the elderly, the women's and youth's associations are enabling networks that nourish conditions to deal with defaulters.

All these conditions being favorable, however, a member or branch that defies the norm is given advice prior to referring to the outside body. If he/she persists to be adamant, the case is referred to seemingly simple but highly sounding elderly. Then again to his/her association as may be relevant, women's or youth's association. Upon failing to admit to all these bodies, the case is taken to social court with the evidence of agreement he/she has signed and witnesses involved in mediation.

If it is a branch institution and there are weaknesses that have manifested a sort of malfunctioning in the leadership, the general assembly assesses why that situation has been manifested and conducts constructive criticism. If the unnecessary behavior observed is because of innocence and lack of capacity, further training and conditioning

capacity building activities are carried out to normalize the individuals that misbehaved. If they are found intractable, they are removed by the kebele general assembly and replaced by other committed and willful persons from amongst the members

If individuals are found guilty of misappropriating or go against the objectives of the institution, they are taken to social court established in the kebeles and the same applies to wereda board of management.

4.9 Conflict Management Mechanism

For the interview aimed at exploring conflicts and their mechanism of conflict management, the leaders of the institution responded that there is no severe conflict that they encountered as institution. However, when discussion was made with the institution's technical staff, it was discovered that conflict is being bred in and around the working situation of the institution. In line with this the workers reported that there is conflict between the board members and the technical staff, between VLDPs and the board, within the board and between members and the board. As Robinson et al (2000) stated value based conflict is inevitable, because different people have at least somewhat different values and aspirations. There has to be negotiation between these people and around their differences-rather than the imposition of one particular set of values and goals-in order to achieve the best possible outcomes for every one.

It was reported that sources of conflict are visible and invisible. Visible conflict is the conflict that is created between the players or actors of the institution and often brings work in front, as *raison d'etre*. This one seems to crop up when board members interfere in the works of the executive with a pretext, on the surface, to care much for the program money so that misappropriation will not occur. The invisible conflict is a conflict that arises from income driven self interest and catapulted on the work of the institution and the workers without being noticed. It is manifested through various ways but mainly experienced through backbiting, disgruntlement, and creating discomfort around working environment of the institution. This one is said to be incentive triggered. The workers pointed that the board members, though often reiterate that they serve without royalty, have individual incentive desire. There seems to be a hidden aspiration for incentive

which at times they manifest in different ways and that reflects individual motivation. According to the staff, this is serious which appears potentially dangerous and could lead to rending the institution apart.

The board members are said to interfere in day-to-day routines of the institution which the workers are allegedly responsible to execute. The workers responded that the leadership wants to control every transaction of money assuming that it is not the responsibility of the workers to authorize financial expenditures. The staff, particularly the manager, seems to suggest that the board, once has approved financial expenditures incongruent to the action plans they endorsed, should not interfere in daily undertakings. They need to learn from the report during their monthly meetings. When asked how they handle the conflicts, they responded that they tell them how things should be done, the role of the board and the executive in the drive towards achieving goal. The board members on the other hand indicated that the workers do not consult them when they effect financial expenditure and therefore they do not believe them.

Externally the board members indicated that the wereda agricultural office once tormented them for they brought fertilizer and distributed to members. Because this activity is considered as exclusive activity of cooperative and out of the institution's mandate. They responded that the problem was solved by negotiation.

The board members also indicated that they clashed once with wereda administration. This happened because the wereda administration seems to take the institution as object that must have been handed over to them by the NGO upon its withdrawal from the area. Respondents pointed that "the wereda government did not want to recognize us as development institution. We then appealed to the zone administration and this one was also solved by negotiation". Any development endeavor, particularly institutional motive of a self-actualization attempt like this may naturally carry conflict along with it and the conflict the institution is facing at this juncture should not be considered as turning back the wheel of development. As Teketel (1999) maintains depending on circumstances and the stage of development of civil society, its relations with the other dominant institutions can be antagonistic, complementary or based on genuine and

equal partnership. Robinson et.al (2000) argue that conflict actually plays an important role in constructing successful partnership. If trust is, as many argue, the linchpin of constructive engagement between different elements of society, it is almost certainly true that the space to disagree and be heard is equally vital.

With respect to their internal situation, they responded that our internal conflict management mechanism is dialogue within, and that is mediated by the technical back stopper, elderly, Iddir, and religious fathers. If it is violation of by-law and major deviations from the objectives of the institution, the issue is taken to the kebele administration and local social courts.

This admittedly seems to imply inherent existence of conflict with institutional arrangement and may serve as reminder of necessity to incorporating conflict management mechanism in the effort of institution building.

4.10 Expansion

Expansion is extending one's sphere of influence to other areas. In the context of Lalomama medir wereda community based institution, it is extending the aspiration, objectives, and strategies of the institution to other people that live in the wereda and other areas, individuals and organizations. Finding reveals that the institution appears to do this for three main purposes. Firstly, to organize other peasants thereby sharing them their organizational experience and benefits accrued as the result. Secondly, to collect more money by way of establishing reliable financial source. Thirdly, to get support in the struggle they make the voice of the poor to be heard.

Expanding the realm of the institution is exclusively the task assigned to the board of management. The board however seems to make little effort in this regard to broaden the base of the institution thereby increasing both area and members. There are only 40 new applicant peasants from Kebele 04 and 10 from Kebele 03 who have applied for membership. Apart from peasants, 5 government workers and 1 merchant are also registered as members. This may substantiate the fact that low effort was made to scale out the membership base and operational realm of the institution.

When board members were asked why little effort was made to broaden its base, they responded that they did not make much effort because they were constrained by skilled man power and money. They were asked whether they are satisfied, moderately satisfied or not at all satisfied with their efforts. They responded that they are not at all satisfied. However, they responded that the services they provide and the access members got to inputs, their commitment and the concomitant credibility obtained from the community have rather expanded their objective. Both peasants and government workers appear to have shown interests to be members because of these services. The board members were asked why people, especially peasants become their members. They responded that the peasants become members not because they have understood and are therefore determined to uphold the objective of the institution to enhance sustainable development, but because of the service they get from the institution. They established that they fear the continuity of membership if services are cut short. Regarding this, Verhelst (1997) establishes that the African peasant is not a homo economicus; he makes decisions according to a precise rationality that encompasses elements other than the cost-profit relationship. Though Verhelst did not make clear why particularly African peasant and this locational distinction is unacceptable, the poor are principally pre occupied, all over the Globe, with what to live "to-day" and the long term economic benefit is tenuous in their agenda.

To have insight about their behavioral intention, beyond their actual practices, members were asked why they became members. 25 members of the institution and 10 non-members but who are waiting for acceptance as members were asked in 017 Kebele. All the respondents indicated that they became members of the institution because of the services it provides to members. They were further asked whether the benefits the institution is giving them is equal or more than what they promised to contribute per month. They all responded that the benefits they get because of the institution by far exceed their financial contribution. They were then asked if they are willing to increase their monthly contribution because the amount they are committed to contribute now is very little and can not do any thing for them. The non-members responded that they will raise more than what is being raised. The members responded that because they are poor, it will be difficult for them to raise more than the set amount. The same response

was obtained when 25 members and 15 non-members were asked in Kebele 02. When they were asked how then can they sustain and enhance sustainable development, they responded that it will be difficult for them without external assistance. This seems to magnify the depth of dependency syndrome that members are deeply rooted with and may imply a challenge on the institution to remain viable.

4.11 Incentives

Findings indicate that the leaders of the Lalomama medir wereda community based institution are not entitled with incentive in the sense of individual expectation of immediate financial benefit. There is no financial incentive members get in the form of salary in lieu of the services they render. Leadership at both levels was asked how they serve the community without any remuneration. What is the motive behind for them to sacrifice themselves for the wellbeing of the community at large when they are themselves poor? If really so, what gave them the impetus?

These questions were posed to the board of management of the wereda institution, and executive committee members of 4 kebeles. They responded that they serve the institution, at all levels, without any fixed remuneration for them to earn in fixed time period. They indicated that they were all poor prior to the intervention of the program in their area. Their participation in the program has emancipated them from ruins of poverty. They as a result became food secure and self reliant. Their living condition has improved, they are able to educate their children, they are able to diversify their diet and the healths of their families have improved. They said that they are motivated by the gains theyaped from the program. They emphasized that they are committed to maintain the activities with undiminished momentum so that it will continue without interruption and others also be benefited by learning from them.

Respondents indicated that though they do not get financial incentive for the services they render, they have however gained knowledge of leadership, cultivated democratic culture, and broadened their horizon of consciousness through experiential learning, from workshops and experience sharing visits within and without. They responded that their service in the institution has served them as a platform to come together and

develop sense of family among themselves, group dynamism and reliance on one another. Being organically part of the community, the chance to identify the problems our community has in depth and the effort we are making to avert the dire living condition in the short run and ensure resilience of development activities in the long run are our incentives, they responded.

The women key informants responded boldly by stating that the institution has opened our eyes. It has cleared our throats and enabled us to air out our senses without any fear in public. They responded that it served them as venue where they experienced to talk without shy, where they learned the art and procedure of dialogue, how meetings are led and democratic processes take place. They responded that they have realized because of Lalomama medir wereda community based institution that women are really equal and can converse equally with men. They said, therefore, our ability to change the outlook of the community is an incentive that outweighs the financial incentive. They maintained that what we are doing gives us satisfaction than any thing. Because of the experience, knowledge, trust, credibility, mutual love, commitment, and skill we accumulated in the leadership, the community nominates us for any public positions they are informed to feel. Therefore, respondents said, the institution is also serving us like school and venue of self-building to step on another ladder of life.

Though not financial incentive, the study reveals that members of the leadership of the institution appear to gain recognition from the polity and the community by virtue of their being on this position and relatively demonstrated ability of leadership. The community seems to give them due respect and prestige thereby considering them as their real representatives. They are more heard than Kebele administrators in implementing activities. The administration also assigns them for various responsibilities. This is unquantifiable incentive in terms of money, but seems to bear more impacting value on social and political lives of members of the leadership.

The gains they achieved by virtue of their being at leadership positions of the institution are categorically summarized as:

- a) Development values revamped: they have relatively regained self-esteem and freedom. They are able to feed themselves and their auspices. They have revitalized sense of self-respect and capable human being; emancipated from folks and lore of ignorance.
- b) Political consciousness rose: they became aware of the democratic processes, right of citizens to elect and be elected; the role of right holders and duty bearers.
- c) Art and skill of leadership developed: through experiential learning, they proved fairly effective leaders. This appears to provide them social respect, prestige and figured them out as prominent political leaders and made them choices of the polity for Kebele administrative position. They have acquired knowledge of planning, decision making process, communication and fund raising.
- d) Access to input improved: they were able to hunt input sources and ensured timely availability and accessibility to members thereby lessening transaction cost. In the process of looking for inputs, they are able to learn how others live. This appears to provide them opportunity to have exposure to different ways of making life through observation and learning from others. The timely provision of required inputs has provided members with entitlement and also earned them credibility from members, non-members and other stakeholders.
- e) Mutual relations strengthened: brotherhood which developed among individual members and the concomitant love and reliance on one another have enabled them to share information, experience, knowledge, material, and money. This seems to broaden their notion of synergy and value of social capital.

These gains being obtained, however, individual interest of financial return for the services they render is hidden but deep rooted aspiration in the members of the leadership. It is hardly un arguable that if they do not get allowances, members will not resume their works as desirable. Low commitment, especially in the Kebeles, was found attributable to lack of immediate financial or material incentive to individual members of the leadership.

The wereda board has increased daily allowance during monthly meeting form 25 birr to 30birr and currently increased to 40 birr per day for individual member. This is an

allowance that a member is paid if the meeting is held at Molale, the wereda capital. If it is out of Lalomama medir, the allowance is 70.00 birr per day per person. The increase was made within six months. For they are paid for four days every month, this will make a total allowance of individuals 120 birr per month. This is additional income for the peasants and may appear to serve as stimulant to regularly attend in meetings. Because they are paid full allowance, even if they come to attend at 3:00pm a meeting that would end at 4:00pm, members do not miss the monthly meetings of the wereda. This appears to indirectly satisfy their drive for individual financial benefit. As W.Bromely (1999) argues individuals respond to their own incentives and expectations. When they were asked whether they are willing to serve without the allowance, some kept silent while others responded "we have served before".

4.12 Impacts

4.12.1 Provision of social services

School and health support, provision of potable water, and maintenance of social service structures appear to have multi-dimensional impact on the people as respondents indicated. In line with this, it was reported that the water points the institution is managing serve 1135 people. According to respondents, the cleanness of water has contributed to improvement of the health of their children and the family as a whole. When they were asked how they knew that their health conditions have improved, they reported that the number of visits they make to health service centers have reduced and so does number of people suffering at homes. Because they fetch water from nearby vicinities, the drudgery of women has lessened. They said because they get water in short distance, they are able to care more for their children. Apart from this, the nearness of water also appears to change the division of labor between women and men as indicated by women groups that were interviewed. As opposed to their previous behavior of observing women carrying pail full of water on their backs and a child on their chests, and firewood on their shoulders, men now load pairs of Jeri cans on donkeys or take one on their shoulders and run to fetch water, they said.

The school support also seems to provide the schools an environment of longer and healthy learning centers. It further seems to provide conducive situation for labor deficient families to use the labor of their children during off-time. Because the schools are in the vicinity, children do not walk long distance back and fro for schooling. The time they used to spend on walking appears now averted to family assistance. Moreover, the ACCESS schools which the institution tries to take care of appears to provide opportunity for families who can not send their children to school for full time learning. To this end they negotiate with facilitators and send their children to schools when they are finished with their labor requirement of the day. On top of this, it seems to open chance for needy students to have access to education. Moreover, it seems to facilitate chance for girls to get education. Many girls were observed going to schools. This is a practice which was considered improbable and is happening now because of availability of schools in nearby vicinities and intention of the institution to maintain the schools.

4.12.2 Capacity building

The capacity building training which was given to members and non-member peasants, mass organizations and sector offices seems to serve three pronged impacts.

- 1] It strengthens capacity of members and introduces them with new technologies;
- 2] It serves the institution as a platform to disseminate its objective and lubricates ground for popular support and,
- 3] It earns the institution recognition from the local institutions, local government and offices like youth and women's affairs.

4.12.3 Job Creation

The Lalomama medir wereda community based institution has recently started executing its activities by employed workers. This seems to have brought in five essential conditions to working environment of the institution and development of the area.

- (a) It created matching technical and managerial competence to complexity of the tasks the institution is to accomplish.

- (b) It created job opportunity to deprived job less individuals in the area.
- (c) It eased wereda board members from tension of work load and gave them the chance of focusing on their own works.
- (d) It signals that local community based institutions may be robust forces to realize development and can constitute base rock for economic transformation and resilience.
- (e) It seems to substantiate that communities can address broader development issues beyond their groups' interests. The created job opportunity signals the role of local institutions in economic and social development. By implication this seems to magnify their importance in augmenting economic transformation and averting social malaise.

4.12.4 Agricultural Productivity Enhancement

Agricultural productivity enhancement and hence increasing output of members is one of the main roles that the Lalomama medir wereda community based institution seems to play. This appears to imply on improving food security situation and reduction of labor migration of members in time and space. To have insight about the contribution of the institution to food security per se, members and non-members were asked at different times from the same kebele. 25 community members and 25 non-members were involved in the interview from kebele 02. They were asked how many months in the year they can get food from own production.

Members responded that the length of time of food consumption from own production is governed by production and size of the family. In connection with this they indicated that the time for which members of the institution can continuously get food may be for more than 1 year, for 1 year or may be for less than a year. They expressed that 90% of members of the institution can feed their families for more than 1 year while 10% for less than 1 year. On the other hand, non-members responded that though they do not know the length of self feeding time with own production, many of them do not have enough food to live on all through the year. They responded that they cannot feed their families all the year round, like members of the institution, with only the output they produce.

They indicated that because members of the institution use improved varieties and get related production enhancement skills, they are in better food security condition than them.

5894 members of the institution seem to have been served with different agricultural inputs of which 494 quintals of wheat were provided to 2276 households (Table 6.4). 200 women were provided with pullets and cockerels. The women who were provided with chickens responded that they are able to cover their daily expenditure for petty household consumptions and in effect economically empowered. They said that they no more expect for the hand outs of their husbands. They also indicated that it has in addition raised their negotiation power as a result of which their role of decision on household items is recognized by their husbands. They pointed, for example, that their husbands do not simply take any kind of livestock-cattle, shoats or equines, to market and sell without consulting them and getting their consent. They indicated that our daughters are not given to whoever our husbands wanted as usual, without their consent and our endorsement. As Todaro et al (2003) establish, among the poor, the economic status of women provides a better indication of their own welfare, as well as that of their children. This seems to substantiate that the main factor for women's subordination is lack of entitlement and access to economic means would invigorate their self-esteem thereby providing them with robust bargaining capacity. It appears also to force men, likely or unlikely, to listen to women thereby giving them due respect and may serve as an important factor to bring about equality between both sexes.

Maintenance of input provision appears to stabilize the need of members thereby increasing their production capacity and serving them as reliable source. Members' temporal migration has reduced and leasing lands for rich farmers as coping up mechanism is left away. It also seems to serve as essential venue for the institution to expand by way of multiplier effect. Through reliability created for members and the insurance members therefore counted on the institution, many non-member peasants seem to be attracted. When non-member respondents were asked whether they can get improved seeds from the institution, they responded that they cannot directly get the seeds. But they said they can get the seeds from neighbor members through purchase;

and production of those who got the seeds is improving. When they were asked why then they do not become members, they responded that they are contemplating about it. The members and non-members interaction and exchange of product may indicate that there is spill over of services of the institution. This seems also to increase production of non-members and inspire them to be members. Further it appears to buttress the food security and poverty reduction efforts of the area.

4.12.5 Natural Resource Maintenance

As Lalomama medir wereda is one of the most denuded areas, maintenance of natural resource is one of the main components which the Lalomama medir wereda community based institution is trying to address. The six nurseries that the institution is managing appear to complement its intention of conserving natural resources-soil, water and forest by assisting the communities to plant different conservation augmenting trees in the area. Different tree species are grown and provided to both government and non-government local institutions, members and non-members of the community in the wereda. However, there is no particular area of degraded land that the institution claims to unleash its effort of environmental rehabilitation.

The continuum nonetheless seems to address multiple development issues. First and foremost, it may appear to create necessary condition for rehabilitation of the environment by way of providing tree seedlings. Secondly, it may seem to facilitate job opportunity as a result of which 28 workers are employed to manage the nurseries. Third, it seems to serve as a bridge between the institution and sector offices, thereby creating favorable condition for sustainability by way of integrating the effort with that of the government.

4.13 Challenges

Sustainable development is a demanding task that is realized with pains and at the expense of one or another. It requires valorous application of one's self: a determination which transcends beyond physical and financial resources and risking own life even. Warburton (1998) points that more often than not early 'sustainable' societies suffered

terrible privation in the struggle for existence. Sustainability was neither pleasant, nor equitable, nor guaranteed.

The Lalomama medir wereda community based institution seems to counter hefty challenges in the process of its struggle to meet ends. The first challenge appears to come from wereda administration. It was in addition observed that many stakeholders seem to lack clear understanding with the institution's objectives; modalities and scale of operation. The underpinning assumption of the local government bodies and associated stakeholders was probably that the institution is just a development object that could be manipulated and driven towards the direction it was geared; for the purposes alien to its objectives. On the other hand, the members, especially the leadership, of the institution themselves seem to have sickly conceived their institutional autonomy and put themselves parallel to the local government. Moreover, the institution is a fledgling institution-it is only two years old-less organizationally robust, and less financially viable to handle complex development issues, which compound the hurdle. Certainly these seem to bear a challenge on both the existence and activities of the institution. The following appear as major challenges that the institution is experiencing:

- Lack of compatible management skill: Members are educationally not viable to administer the project.
- Remoteness of the wereda to get skilled labor and/or lack of such labor in the area.
- Resource scarcity: They have pronounced lack of budget; they did not have means of transport to go to countryside and monitor activities; they could not hire skilled labor. Nor were they able to deploy unskilled labor to manage the nurseries.
- Dispersed settlement of members: Members come from different and far away places and the chances of frequently meeting and discussing, both formally and informally, on development issues were minimal.
- Distance of the center from Kebeles: Kebeles are quite distant from each other, as distant as 42 Km, and it is very difficult to regularly travel. This makes monitoring difficult inter alia.

- Absence of equal commitment: All members of the leadership are not equally committed and do not feel equal responsibility for the objective of the institution.
- Low awareness of leadership and members: Not all members have adequately understood and internalized objective of the institution.
- Lack of incentive as permanent remuneration for leadership: Absence of payment for members on regular basis seems to demotivate members and lower their commitment.
- Lukewarm relation with the wereda authorities: The wereda government saw them as rivals and competitors for political power. They were considered as a force organized to destabilize the régime by clandestine agenda lurked under community based institution. Hence, they got low support from local administration-material, financial, and moral support.
- Inability to generate income: This constrains them from running some business activities which serve them as alternative source of fund.
- Distance from input bases: Because of the distance and remoteness of the area from input sources like research centers, they cannot get information on time.
- Dependency syndrome: Members at all levels are enormously affected by dependency syndrome.

4.14 Opportunities

Real life situation is an interaction of counteracting odds and evens that likely or unlikely every process of life passes through. The development continua, especially the rural development continuum, are full of complexities that usher in their own opportunities as is for challenges too. The apparent stride of progress of the Lalomama medir wereda community based institution has witnessed also existence of stirring opportunities for the institution. With respect to this, the following opportunities were discovered so as to serve the institution as a centrifuge in the struggle they make.

- Enabling legal ground: Article 404 of the Ethiopian Civil Code supports establishment of CBOs/Is.

- Government policy of recognizing local institutions as contributors to development and the gear to give them space to have stake in the effort of bringing rapid development.
- Support from traditional institutions: The informal institutions are supportive.
- Support from KA: Kebele Administration is supportive to institution.
- Support from wereda administration and sector offices: The wereda administration has started to consider the institution as important development agent and sector offices render it technical support.
- Water potential for irrigation: There is high potential in the area which can be tapped for development.
- Motivation of the community: The community supports the institution but on condition that they get required inputs. This however seems opportunistic membership and unreliable support.
- Willingness of donors to assist CBOs: Donors' trend to work with CBOs/Is.
- Existence of like-minded CBOs, though with varying composition, occupation and capability background, with which networking can be created.

CHAPTER FIVE: REFLECTIONS

5.1 Organizational form

Findings attest that the Lalomama medir wereda community based institution is a not-for-profit and non-governmental peasant centred civil society institution. It is a membership organization of the rural poor. Its creation seems to be oriented with accomplishing economic, social, political and environmental issues thereby constituting base rock for sustainable development in the wereda. As Coutinho (1966) stated, new organizations must be organized in order to fulfill new functions and achieve new purposes in community life.

Its formation was based on groups which specialized in different livelihood and environmental activities that were intended to bring changes on the lives of the poor and the environment as well. It appears that the livelihood activities are the activities which the groups presumably took to solve their immediate problems and for which they showed much interest and participated in with sympathetic effort. As Elliott Jennifer A. (1999) suggests, for the large numbers of people resident in the developing world, their basic needs in terms of both development and conservation are immediate and local; survival in the short term is their primary concern. As Burkey. S (1993) establishes the rural poor will generally attempt to first solve those problems which they consider to be the most urgent within the limits of their own resources and capabilities. They are in the least concerned with trying to classify these problems as economic, social or political problems.

The different activity groups that were formed as a precursory foundation of the institution sound appropriate and had the role of cultivating ground. These groups were small in size (25-30 participants), task oriented-each with one task, and they produced products for which there were proven demands. This provided strong bond between group members, enhanced group interest, and sense of cooperation, and mutuality, inter alia. As Tendler (1982) argues, effective local organizations are characterized as small-scale, single-functioned, differentiated from other small groups, and homogeneous in their membership. According to Mizrahi et.al (1993) direct service goals are more

inherently motivating, more fundable, and produce fewer inter-organizational obstacles than procedural goals.

5.2 Governance

The governance of the institution seems to be built on democratic principles of equal voice, equal access to power and equal participation. No sexual or age discrimination was observed that inhibits members to ascend to wereda leadership position. This is enshrined in the by-law and respected by members. The fact that 46% of wereda leadership position is held by women appears compliance of members with the by-law and respecting the democratic principles that underpin the institution.

However, women's participation in Kebele executive committees is very low. This is attributed to men's age long dominance and the neglect hitherto attached to it and low awareness of women themselves. The study indicates that traditionally excluded members of the society are not included in decision making position of power as well. This may demean the value of the institution which is expressed in justice and trust, among others, and might seem to violate its principles of cultivation of democratic participation of members. It is further arguable that inclusiveness of the institution is attenuated by absence of traditionally excluded sections of the community from the leadership. According to Warburton, D. (1998) social justice in sustainable development clearly implies not just tackling poverty and inequality, but also tackling the exclusion which accompanies it. Internal dynamism seems also to be constrained by low level of education and low participation of members. There was no change of board members in the last four years. There was no amendment of the by-law also in congruent to the institution's practices to meet the goals. It is, therefore, arguable that members' practice in the leadership is hampered; participation is lowered and feeling of responsibility is loosened by that amount of time an individual stays in power. It is further tantamount to violating the principle of good governance. This might in the long run expose the institution to vulnerability which can be manifested in monopoly of power, co-optation of the institution, corruption and alienation of members.

In the light of underpinning definition of the rural poor, the wealth ranking exercise of PRA that has been employed to differentiate the poor, medium and rich from others was based on minimum resource endowment, like head of a cow or so, and appears not to bring landless rural poor and socially marginalized groups on board. This appears to obscure the approach of targeting the poor and deprive them of the benefit stream.

5.3 Who are the Rural Poor?

In most developing countries...the disadvantaged or poor...live at or below subsistence levels...They include small and marginal landowner-farmers, tenants, sharecroppers, landless labourers and small fishermen, as well as forestry workers, rural artisans, nomadic pastoralists and refugees. Different degrees of deprivation also exist among the poor. Small farmers are sometimes considered "marginally poor" because they have some access to income and assets.²⁴ Usually worse off are sharecroppers, landless labourers and hawkers (the very poor), who are dependent on the better off for their survival. The most deprived people in rural areas are destitutes, such as widows and the handicapped, who have no economic base (FAO, 1990). The Lalomama medir wereda community based institution has contextually defined the poor as those persons who have one head of cattle, sheep or goat, small parcel of farm land, settled and household head. They defined those persons who do not possess any livestock or land, who rent their labour for un matching return, those that migrate in search of livelihood, sharecroppers, widowed women, family dependent land and job less youth, and orphaned children as poorest of the poor.

The service provisions of the institution, especially seed-cereal and vegetable seeds, poultry and sheep, and farm tools appears to target the marginally poor because there must be, at least, small plot of land where to apply these provisions and the recipient must be a settled household head, however shabby the settlement is. Evidences however indicate that the land and job less, which they also identified as the poorest of the poor, cannot access the services indicated above. Empirical survey proves that the institution attempts to enhance the capability of this section by organizing different kinds of skill enhancement trainings and encouraging them to participate and acquire necessary skills. Masonry and carpentry are the areas, inter alia, which they are

encouraged to specialize in. According to the finding, 17 youths of this section were recently sent to Debreberhan to train in masonry and carpentry. This appears to equip them with skills that have demands in towns and enable them to sell their skills, wherever there is demand, and be able to earn income. In turn this implies that the families of these youths are freed from economic burden and mental anguish, the youths will be able to earn income and in the mean time be freed from depression, and may further indicate the effort of the institution to release subsistence agriculture from tension.

The role that the Lalomama medir wereda community based institution is playing to forge development in the wereda seems relevant and also appears to match with the country's Strategic Development and Poverty Reduction Program (SDPRP). The SDPRP (2005-2010) clearly states government's expectations of CSOs in relation to service delivery both in terms of the roles that it envisages for civil society in managing and monitoring services delivered by the State and in terms of direct service delivery by CSOs themselves. Specific roles foreseen for civil society in managing public services include participating as water users' groups, school management committees, health management boards, women's and pastoralists' associations and school anti-AIDS clubs.

However, though the institution has surpassed participating in water, school, health, management committees and AIDS clubs, and is addressing wider development arena in the wereda, managing and monitoring services delivered by the State that is envisaged for civil society organizations appears an important development issue but is not exercised by the institution. This is dictated by democratization process and degree of decentralization by the government, and level of participation of the people, which the World Bank Wereda Studies (2002) found that decentralization was characterized by a "deconcentration" of the long established hierarchical way of governing rather than by devolving decision-making and accountability to the sub-regional level. Participation of local institutions, including the one understudy, in wereda development planning, implementation, review of programs and decision making is hardly evidenced. This may impede indeed the success of sustainable development. According to some studies,

Draft (CBO Strengthening Strategy Geo.V2.02), Successful implementation of the given Strategy in local Development programs and political decision-making processes is the condition of sustainability. The highest grade of sustainability is achieved when the CBO meets all of three conditions at the same time: Carries out income-generation activity, performs social function (e.g. services) and participates (impacts) in decision-making at the local level (community/village and rayon/district levels).

5.4 Organizational Sustainability

Organizational sustainability is seen from the view that is related to practices that the organization is employing to maintain its institutional entity and ensure development sustainability. Parameters of assessment are indicated under organizational practices below.

5.4.1 Organizational practices

According to Mizrahi. T. et.al (1993), organizational practices are process variables which involve the participants in producing the desired outcome. They are community participation, organizational intensity, methods of data collection for needs assessment, documented sources of support from members or clients (members surveyed, members responses to enhance the institution), extent to which multiple sources of support are pursued (also resource mobilization) and resource negotiation strategy.

The board of management and kebele executive committees of the institution were asked to report on the number of community works they have undertaken and the degree of community participation in the ventures. The board was in addition asked to report on their effort to convince others-individuals, members, NGOs and government institutions to support the institution. Regarding organizational intensity, four inherent components which are summed as complexity and embrace number of subcommittees/subgroups in the organization, number and frequency of meetings within and with external bodies and records taken were taken as assessment parameters. Respondents were asked how many sub committees/groups there are, how many meetings they held with external bodies and how frequent the meetings were. Data collection for needs assessment: Three methods were summed (group survey, feedback

from members, survey of workers). Pertaining resource mobilization, they were asked whether they have approached any private sector, public sector, individuals, and NGOs apart from their traditional partners. They were also asked whether there is any fund raising event organized. Resource negotiation strategies: imply using new resources, shifting existing resources or pulling resources together. Respondents were asked to indicate their resource negotiation strategies in this regard.

5.4.2 Community Participation

It was found that there were no community works that have been undertaken except 3 km seasonal rural road. However, survey result shows that some water points are damaged, some store houses visited have also been abandoned, and some of houses that were serving as both living room and office of former DAs are demolished. Respondents established that members go to safety net works and hardly show cooperation to maintain the services. Safety net participants collect 6.00 birr every day they participated and that seems to tempt members to lean towards their individual interest. This may therefore, substantiate that the degree of community participation in public ventures is low.

5.4.3 Organizational intensity

Number of subcommittees/subgroups in the organization was found significantly low. There is only 1 subgroup which is audit and control committee. The different tasks that the institution is expected to accomplish are taken care of by the board of management. From among the board members again, the chair person was found to be after all the tasks thereby devoting much of her time to the benefit of members. This may imply on the commitment of the leadership that they may not all have equal commitment to achievement of the goals of the institution. Number and frequency of meetings within was found high. Because board members were acting also as executive, they were meeting fortnightly until they employed the executive-manager and his co-workers. With external bodies it was found that there was no meeting they formally held, hence frequency of meetings with external agencies was low. No records were also taken

regarding meeting with external bodies. However, it was found that they are just surveying natives living elsewhere.

The effort to convince others-individuals, members, NGOs and government institutions in support of the institution seems also low. The board members responded that they did not make any effort of expanding the institution in geographic size and membership number as well. Limited financial capacity, geographically isolated situation of the wereda, longer distances to travel and lack of transport, absence of responsible subcommittee/subgroup and lack of knowledge of how to do the thing were reported practically impediments to the effort.

5.4.4 Data collection for needs assessment

There was no systematically structured data collection mechanism found. Members' needs assessment was found to be carried out through two methods. The first one is through application letters from kebele executive committees to concerned sector offices. The sector offices in turn write to the board thereby identifying the problems and indicating the assistance required. The second is through the feed back from board members, who regularly participate in their respective kebele executive committee meetings without voice. These members seem to serve as medium of information between the kebeles and the wereda leadership. Though systematically unstructured, their data collection mechanism seems appealing for two main reasons. First, it avoids duplication and concentration of resources on one area. Second, it strengthens the trust and mutuality between members and reliability of the institution. Currently however, because they have hired the executive, the needs assessment data collection is effected by joint field survey of workers and the board members.

5.4.5 Resource mobilization

Respondents indicated that they have not approached any private or public sector, individuals or NGOs for financial support. Finding attests there was no any fund raising event the institution organized. They responded that they have once, informally and briefly, had contacted natives residing in the Capital with the assistance of ASE which

they did not resume. They indicated that their sources so far are only ASE, AAE and the wereda council. They expressed their fear that if these partners stop their assistances, their existence as institution is questionable. This may give the impression that the institution is exceedingly dependent on its current external supporters.

5.4.6 Resource negotiation strategies

This is using new resources (obtained from external agencies), shifting existing resources (utilizing the money at their disposal for the development objective envisioned) and pulling resources together (coordinating members' resources-money, labor, into one consolidated whole). A brief look at the status and source of finance of Lalomama medir wereda community based institution would give the clue of what resource negotiation strategy it uses. As computed from figure 4.2, members' contribution is 0.26%, Wereda council's donation 3.74%, ASE'S cash donation 14%, and Action Aid Ethiopia's donation 82%. This suggests that the institution is inclined to using new resources rather than shifting existing resources or pulling resources together, which is characteristic feature of resource negotiation strategy of membership organizations. Mizrahi. T. et.al (1993), suggest that the relatively benign strategy of pulling resources together appears to fit the environmental requirements of rural areas better than the strategy of using new resources.

It was found that all the kebeles save their money with micro-finance institutions operating in the area and the leadership does not seem to use it for even daily allowance. This may give insight that the wereda leadership does not utilize kebeles' financial resource, either for development activities or for administrative purposes. By implication it may also suggest that the ties between kebele community based institution and wereda apex is based on sharing new resources acquired from external sources rather than using existing common resources or pulling resources together for collective benefit, except for labor.

The financial relation between the wereda board and kebele executive committees was found to be such that when the wereda board channels inputs that entail reimbursement to the kebeles, they reimburse 50% thereby retaining the remaining. This appears

extractive in the sense that it enriches the kebeles at the expense of the apex body and may at the end of the day result in emptying the apex to the point whereby it can no more give practical response to the demands that may arise. This may transcend to eroding the credibility of the institution thereby denying it of confidence of members and might precipitate its entropy.

5.4.7 Planning

The institution seems to lack strategic plan that indicates its long term intentions and mechanisms of attaining these intentions. A strategic plan is a long term plan covering a period of three or five years that includes goals, objectives of the organization, strategies and resources needed to attain the stated goals and objectives, and the policies that govern the acquisition and utilization of those resources. As The World Bank study (2006) shows, sustainability, in a sense, is dependent on a long-term perspective that encourages local ownership and expanded vision. It was observed that the institution has however program plan. This seems to be designed in congruent to the project for which they secured donation from Action Aid Ethiopia for one year and is being currently undertaken. Program plan is one of the operational plans which is short time-normally one year and translates strategic plans in commitments. The wereda board participates in the preparation of these short time plans from identification of problems to implementation. The leadership of the institution was practically found to fulfill the one year output they are therefore expected to meet than developing their own long term plan which indicates their strategic reach that is governed according to their capabilities, time and space. As IFAD (2000b) establish, donor pressure to produce “visible” results also creates incentives to demonstrate short-term outputs rather than to ensure longer-term impacts and outcomes.

No members’ recruitment or expansion plan or workers’ recruitment plan that has been developed to pursue on long term basis also. Workers recruitment was reported to be effected via the NGO. This, though seems to encourage dependency of the institution, was found essential capacity strengthening continuum. However, it would supposedly

sound more of capacitating if the institution was oriented with relevant procedures right at its formation.

5.4.8 Monitoring and Evaluation

There was not found structured format developed for monitoring and evaluation. Nonetheless, the Lalomama medir wereda community based institution seems to conduct monitoring and evaluation activities on regular basis. It appears that the institution's leaderships at both levels exercise monitoring and evaluation relevant to their levels. The kebele executive committees perform monitoring and evaluation by themselves physically observing activities while the wereda board does through reports and field visits as well. Accordingly the wereda board coordinates and follows up persistently how activities are undertaken via reports, meetings and field visits. It undertakes periodic evaluation of activity implementation in collaboration with sector offices. This appears to keep it informed and to take corrective measures on time. It also seems to earn it recognition from sector government institutions and provided it credibility from donors and may contribute to enhance sustainability of activities by way of integrating with wereda wider development spectra.

The kebele institution executive committees, as afore said, monitor activities by physically being present at the places. Especially improved variety of seeds and associated physical environment are the main elements they give due attention to. They monitor whether the seeds members have borrowed are sown in appropriate time of sowing and whether necessary agronomic factors pertaining particular seeds within the capability of the members are accordingly facilitated or not. The monitoring exercise of the executive committees seems not to be limited only to a particular member sowing particular seed. It appears to go beyond and includes climatic conditions-temperature, precipitation, frost, and drought, and possible outbreaks of diseases, pest and other predators. This seems an exercise of detecting unexpected odds that could be engendered as a result of deviation of these factors from normal condition.

Further it appears that apart from signaling to take precautionary measures in relation to the whole community that can fall prey to possible manifestations of odds of climate, the

exercise will keep update the committees with the general conditions of agricultural performance. This may in turn serve the committees as a milestone against which complaints that could be presented by fraudulent borrowers will be judged and as mechanism of early warning information gathering system as well. The monitoring and evaluation exercises were however found to be limited to activities than management function of the institution.

5.4.9 Institutional Resources

These are those resources that include physical, financial and human resources which constitute iron arm of viability for the institution and over which it has command to fulfill its intended objectives of enhancing development to sustain. Observation showed that all the Kebele branches own offices. These were found to have facilitated amicable working atmosphere. They have storehouses too, which provide them with capacity to preserve and recycle the seeds without being perished or attacked by vectors. On top of this, the effort appears to earn them credibility not only from members but also from the general public and the government. This was witnessed by sector offices. Respondents indicated that the institution is serving the community as reliable source of seeds. The wereda apex institution is managing nursery sites and producing different types of seedlings. This seems practically to amplify the role of the institution and its importance in environmental development of the area. However, the wereda apex does not have an office. This has worried the leadership thereby magnifying uncertainty of their working condition when the current office shall have been handed over to the bodies concerned.

With view to financial resource, it was evidenced that the institution appears less viable. The source base of fund is found to be narrow and unreliable. To this effect, members' contribution is almost bare. The major source of funding, Action Aid Ethiopia, donated them money only for one year. With this fund they are able to survive and made activities to survive. This seems congenial with Esman et.al (1982) who concluded that one of the prerequisites for rural development is a strong system of local organizations together with effective links to compatible national agencies which can support them. The 0.26% share of members' contribution, apart from indicating their low commitment,

seems to suggest that the institution is dependent on external resource. As Burkey. S. (1993) established, the higher the donor share, the less critical becomes the judgment of the other partner and the greater the dependency created. This in turn may imply to halt the success of the institution to maintain its institutional being and its performance to enhance sustainability with its own resources.

Success means, according to FAO (2005) sustained, rather than short-term, tactical or temporal achievement. An MBOP can be considered “successful” when it fulfills, at least, all of the following conditions:

- Achieves the objectives agreed upon by members at its creation.
- Retains or expands its membership.
- Shows progress towards financial and managerial self-reliance in terms of members' own resources and capacities, inspiring members to maintain or increase their equity stake in the organization through financial, labour, or other contributions.
- Brings some improvement to the self-esteem, economic and social status, or well being of its members.

The Lalomama medir wereda community based institution seems to partly fulfill the first and last conditions indicated above. However, the second and third conditions appear to be afar. As it is postulated, to be successful, at least, all the four conditions need to be met. This seems to shed light, therefore, on the success of the Lalomama medir wereda community based institution whose reliance, especially for financial resource, appears to be on external source. It could therefore, be argued that the un fulfillment of these conditions coupled with other factors may exert pressure on the institution to enhance development sustainability, to initiate and implement new ones unless externally assisted. Regarding this, Johnston and Clark (1982) establish that because of the difficulties they face, local alternative organizations of the rural poor generally need outside support if they are to survive.

The low educational level of members appears to exacerbate the difficulty of the institution to address issues beyond the limits of their own resources and capabilities. Regarding membership, it was discovered that members are exclusively peasants and

they become members because of the services they get from the institution-but not to align with it-for they have understood its objective. Further more, these coupled with extractive financial relation between the lower and upper bodies may hatch disorganizing conditions which in turn may result in the entropy of the institution. This is a critical factor which may make the institution vulnerable. Not only potential vulnerability that seems to hover over it that could be predicated. With recruitment of the professionals running the institution, there also seems to crop up the feeling from the leadership that they are separated from the institution by the very fact that they are no more engaged in the execution of activities on daily basis as they usually did. The conflict that seems to pullulate and pollute the working condition of the institution thereby creating rift between the board members and the executive may appear to have stemmed from such disgruntlement of members.

5.4.10 The Political and Institutional Environment

The Lalomama medir wereda community based institution is implementing activities within the political and institutional environment where the government renders full legal, moral and financial support to the institutions it has established. The cooperatives could be taken as example. Finding indicates that cooperatives are given loans with reduced interest rate of 7.5%, and monopoly right to provide fertilizers.

Moreover, the political and institutional environment in the wereda is such that the politics is intensively and extensively working on extending the political structure down to the grassroots levels. The party structures: Cell, Basic organization, etc., have elaborately been established and functional at all levels in the wereda. There is an effort to adjust institutional norms and procedures with socio-economic arena of the area. This may seem to exert pressure on the Lalomama medir wereda community based institution from supposedly two angles. First, it may signal to the institution that it is liable to manipulation and coercion so as to track along the premeditated path only with the same gear and acceleration to the government. Second, as it was practically observed, it may polarize the situation and engender irreconcilable conflict between the wereda government and the institution, which may be solved by outlawing the institution.

In addition, the FAO, WB and safety net programs are run in the area by the government. These programs are intending to facilitate enabling capacity for the communities to create asset. They are contributive to food security, poverty reduction and economic development of the wereda and are of paramount importance per se.

However, the safety net program seems to have earned complaint from the people. Respondents maintained that it has affected the works of the Lalomama medir wereda community based institution. According to the respondents, members of the institution go to safety net works to get the 6.00 birr that the program offers per day, and this has lowered members' spirit of cooperation. It was reported that members hardly cooperate for collective works which do not entail immediate financial incentive. This may suggest that peasants are inclined more towards their individual income than participating in community activities with no incentive, though they usually say they are committed to serve the community without any charge. As farmers' responses to N.S. Jodha (1988) when he asked villagers in two villages in Rajasthan, India, for their own categories and criteria of changing social, environmental and economic status: they responded, "you can't eat sustainability; when it comes down to it, what people really want is cash income." Bromley Daniel W. (1990) maintains that articulating good intentions is the easy part and, although necessary, is very far from sufficient to ensure biodiversity conservation over the long run.

5.4.11 Enabling Environment

The linkages that the institution creates with other institutions seem to provide it support and recognition. It indeed facilitates enabling environment for the institution by way of providing it emotional and technical support. At Kebele level, members of the institution holding kebeles' leadership positions at various levels appear to nourish the atmosphere thereby earning it support and alignment from the kebele administrations. At wereda level, the relation created with sector offices was found very crucial, especially for technical assistance which the sector offices render the institution on request.

The linkage of the institution with wereda government was rather lukewarm. This seems to happen because the wereda administration, though on the surface indicated that they support the existence and functioning of institution, practically were reported to pay little or no attention to it. Respondents showed that the wereda administration even challenged their institutional legitimacy. The institution also seems to look itself as if it was functioning in its own Island and kept itself aloof from the administration. This seems to widen the rift between them and served as sine qua non for the wereda administration to virtually relinquish the institution.

In general the relations created with wereda government and sector offices does not seem to exceed beyond receiving reports from the institution and rendering expertise assistance when it requires. There was no any project that the institution designed and implemented in cooperation with the local government; the institution has never been involved in budgeting processes; and no comments it has ever submitted for the review and development of sectoral policies, etc. Involvement in decision making has also not been exercised by the institution. There were no right issues presented to local government to consider and there were no any aspirations demanded to meet collective needs of members.

The linkage created with informal local institutions seems vital locomotive to expand the objective of the institution and creation of fertile ground to widen its constituency base, which it did not intentionally do. This relation is also used as essential conflict management mechanism. The linkage created with ASE, AAE and wereda HIV/AIDS is crucial to create an enabling situation for the institution thereby providing fund and technical assistance. It is also a reminder to the institution that it should intensively work to align itself with others to exist.

5.5 Inter Temporal Dimension of Lalomama medir wereda

Community Based Institution

The organizational growth and operation of the Lalomama medir wereda community based institution was seen from two stages that mark its development. These are pre and post phase out of the NGO.

5.5.1 Pre-phase out stage

This is the stage during which small groups seem to be formed to perform different livelihood activities that were prioritized to ameliorate the poverty situation of the members. The groups appear to be provided with financial assistance as well, to buy seeds, apart from the material assistance essential to their respective activities. These groups were later oriented with the need of cooperative works that have collective return to the whole target community at large. This is the precursory groups stage which constituted primary local units where reciprocity was nurtured. They were agitated with sense of oneness, the importance of collective action, and induced with motivation of working for sustainable development. They then came together and formed Kebele community based institutions in the ten Kebeles. They pulled together the money they have been provided for seed purchase and handed over to the newly established institutions and were abandoned.

Finding reveals that the Kebele institutions further under went consciousness raising education emphasizing cooperation and sustainable development. They were also made to participate in all project undertakings. They were indeed made oriented with project cycle thereby jointly identifying and prioritizing problems, planning, implementing, monitoring and evaluation with the NGO. This seems the second stage in organizational development of the institution. Its organizational level assumed a form of secondary unit and operational scale broadened than the groups. They were provided with necessary logistics and encouraged to mobilize the community for required labor contribution. They were made to identify members to get inputs on the basis of their need level and encouraged to follow up the inputs the NGO provided to the community in a form of experiential learning.

At this is stage the institution appears to be in a state of abundance. There was no shortage of budget for there were no activities that they independently implemented. Neither was manpower considered as problem. Because they were assumed as co-managing institution, they were provided with all facilities, allowances, manpower, training-though not adequate, and the activities that were implemented by the program were also taken as partly attributes of the institution.

5.5.2 Post-phase out stage

This appears the stage that marks organizational autonomy and wider operational scale of the institution whereby it stood alone and obliged to maintain development with very limited assistance. The wide scale assistance which included logistics, money, man power etc., was reduced to 283000.00 birr and one technical assistant only. With this sum of money, evidences indicate that the institution was unable to perform development activities with undiminished momentum. Because of lack of transport, they seem not to be able to monitor the wellbeing of structures put in place. Nor they were able to initiate new development. As indicated under the Topic of social service provision, they were only able to construct two new water points. The third water point was under construction with new fund they obtained. They supported schools with limited materials as indicated under the same topic. The nurseries were diminished by effective size of production because they could not hire nursery care takers. They had pronounced budget deficiency. Their own contribution was enormously little to allocate for nursery care takers and other activities.

It appears as though the nurturing stage of the pre-phase out has cast shade on the autonomy, functions and strength of the institution at this stage. They did not acquire adequate training on managing big projects. They did not plan and implement any development project by themselves and they could not learn from their fall and rise. They found difficult to get skilled personnel and equally faced difficulty in management of same when they got them. They could not differentiate their roles from that of the executive. It seems, therefore, as if they went into contest with the workers. With big money obtained they were startled as they have been ill oriented with financial

management. They did not acquire enough communication skill and their relationship with wereda government went bitter. This period appears to witness the real test and practical hibernation period of the institution. It was also a period of conflicts and clashes with sector offices and the wereda Administration because of inability of the institution to carry out development activities as desirably as expected, according to the wereda officials. It was indeed a period of psychological anguish for the leadership.

CHAPTER SIX: CONCLUSION AND RECOMMENDATIONS

6.1 Conclusion

Ethiopia is a developing country. Majority of the people live in rural area and the economic mainstay is agriculture. High population growth rate, low income, severe environmental degradation and recurrent drought generally characterize Ethiopia. Albeit it is an agrarian country and predominated by subsistence farming, small holder farmers seem to have hardly been encouraged. Their involvement in the development of the country was neglected. In spite of the fact that the country is endowed with diverse local-social institutions, involving these institutions in development was equally ignored. In connection to this, Esman et. al (1988) argue that local organizations have too often been overlooked or neglected, or the efforts to work with them poorly informed or misdirected.

Coupled with vagaries of nature, this alienation of the people from development on the government side on one hand, and the limited capability of the people to wage development on the other hand, has magnified the misery of the Ethiopian people in general and that of the rural people in particular. In effect vulnerability, poverty, hunger and the ensuing death have become inseparable national tag especially to the rural populace as the whole. The same is true for Lalomama medir wereda people who are being haunted by trauma of deprivation. Now that the paradigm has shifted from "good-centered" to "people-centered" development, the issues of development are no more a single entity's concern.

Needless to say, the role that the Lalomama medir wereda community based institution is trying to play to enhance development in the area accentuates the importance of local institutions. The effort of the institution to enhance members' income, to maintain food security and reduce poverty, to rehabilitate the environment, to fight HIV/AIDS, provision of social services etc., seem to expatiate the vital role of local institutions in development and the quest for organizing rural production. An Indian editorial in the economic weekly [Bombay] cited in Esman et.al (1988) states that: "The clue to the failure of rural development in India lies in this, that it cannot be administered, it must be organized..."

Members' education is exceedingly low and calls for addressing adult education. Members should raise their level of education, in whatever form, so that they emerge competent even to hold managerial position and protect their institution from corruption.

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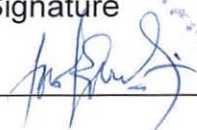
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