



**ADDIS ABABA UNIVERSITY  
COLLEGE OF DEVELOPMENT STUDIES  
CENTER FOR REGIONAL AND LOCAL DEVELOPMENT STUDIES**

**Assessment of Community Development Practices: The Role of “Kale Heywot” Church Development Program in Selected Project Areas of “Gamo Goffa” Zones, Southern Nations, Nationalities and People Region**

**BY  
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**Under the Guidance of  
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## **DECLARATION**

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

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## ***Abstract***

*Despite the above efforts that have been made, experiences of KHCSWZDP in relation to genuine community participation, implementation process, decision making, project sustainability and partnership with other development actors are still under question. In addition in respect of EKHC the perception of local community was not fully grasped. Moreover, socio-economic benefits of its project are still under question. So, this study was believed to bridge the gap through focusing on assessing the role of the “Kale Heywot” Church Development program in terms of community participation and projects sustainability for target groups in South West Zone of “Gamo Goffa” zone. This research followed mixed-methods descriptive-design approach. Accordingly, observations, In-depth interview, focus group discussions and structured and semi-structured questionnaires were used to gather information. The findings have shown that the “Kale Heywot” church of south-west zone development program has played a significant role in terms of community development. Moreover, its development approach is responsive to local needs and able to mobilize resources to support the poor, so that through empowerment and participation they will be released from the deprivation trap that they find themselves. The study also reveals that the KHCSWZDP has good linkages and network with other communities and partners. However, the study indicated that the intensity of community participation in decision-making is still low in certain cases. Meanwhile, the beneficiaries did not show a clear understanding of aspects such as project ownership. Finally, this study recommends that community participation should be maintained because it is the core activity contributing to beneficiary’s employment and grassroots institutional empowerment and an essential ingredient for sustainability of any development initiatives.*

***Key words:*** KHCSWZ and KHC SWZDP

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## **ABBREVIATION/ACRONYMS**

<b>CBOs</b>	Community Based Organizations
<b>CRDA</b>	Christian Relief and Development Association
<b>DC</b>	Development Committee
<b>ECA</b>	Economic Commission for Africa
<b>EKHC</b>	Ethiopian Kale Heywood Church
<b>EKHCDP</b>	Ethiopian Kale Heywood Church Development Program
<b>FDRE</b>	Federal Democratic Republic of Ethiopia
<b>FGD</b>	Focus Group Discussion
<b>GO</b>	Government Organizations
<b>MOFED</b>	Ministry of Economic Development
<b>SNNPR</b>	Southern Nation and Nationalities and People
<b>SWZ</b>	South Western Zone
<b>SWZDP</b>	South Western Zone's Development Programmed

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Development is a key dimension of personal life, social relations, politics, economies and cultures in the countries and regions (Haynes, 2008). Development encompasses economy, politics, culture environment, gender and then it is too vast to deal with in the scope of a single study. Coetzee (2001) notes that development infers “a form of social change that will lead to progress the process of enlarging peoples choices acquiring knowledge and having access to resources for a decent standard of living and a condition of moving from worse to better”

In the past however, development was considered as an economic expropriation whereby decision were made by a few elites and the majority of people in the developing countries particularly in Ethiopia, were excluded and as a result they were left to live a life of deprivation. According to Burkey (2001), the deep dissatisfaction with the past perception of development the notion and purpose of development towards search for people centered participatory approaches. This paradigm calls for an integrated approach whereby the prevalence plays a vital role in development activities. The concept of community development is the new paradigm of development that focuses on participatory methodologies and ensures the involvement of the community in development initiatives as well as in decision making process (Master, 2007).

It is also process of organization, facilitation and action that allows people to create a community in which they want to live through conscious process of self-determination. Since community development is in nature participatory and interconnected to different elements and actors, development actors and role players including Ethiopian “*kale Heywot*” church should be capable of the need for integration and collaboration as this leads to effective community development practice. The church is concerned not only with the spiritual and mental development of the people and mental development of the people but also with their social and physical development (Dalelo.2002). The Ethiopian “*Kale Heywot*” church believes that there can be no full Christian life without transformational development. Then one of their strategies is to sustain and encourage grass root development with the aim of establishing integrated local development programs in different zonal structures of the church. Currently “*Kale Heywot*”

church south west zone (KHCSWZ) has been implementing diverse development projects in urban and rural areas of Gamo Goffa zone in southern nation and nationalities peoples region (SNNPR). It is believed that it has given rise to many current development departments and programs. It so this is considered as a great contribution for the emerging of development of departments both in nationals as well as SWZ.

## **1.2. Statement of the Problem**

It is obvious in development corner of Humanitarian and Development Organizations conceptually the fragmented and mechanistic development approach in the past has given rise to the new alternative development approach, also referred to as a ‘people centered’ approach (Tefera, 2004). Meanwhile, practically still these organizations are yet in assuring genuine participation during their involvement in community based development activities (The EKHC, 2004). And the extent of the problem can be manifested on the community with less decision making, social creativity, political self-determination, unfair distribution of wealth and intolerance for the diversity of identities. Because, Roodt (2001) views genuine participation in development as people having the power to influence the decision that affect their lives, and participation creates specific type knowledge with a participatory discourse. To some extent in this regard as one of an indigenous religious based organization, the Ethiopian “*Kale Heywot*” church has been supporting and encouraging the development aspirations of the local community and initiating integrated local programs for many years (Tefera, 2004).

It means as indigenous faith based organizations the Ethiopian “*Kale Heywot*” church is highly intimate with local community and operate at grass root level to promote social and economic development activities through active participation of the community and ultimately to bring about sustainable development at the community level (Ogbonnaya, 2012). Even though evidence based literatures were scant; some of them have revealed the role of EKHC for sustainable development. Among these Tefera (2004) had shown us the contribution of EKHC for sustainable development and poverty alleviation in Oromiya-Debre-zeit, “*Shashemene*” and Nazret, in SNNPR-Durame. In addition, Aklilu (2009) conducted on the role of EKHC, on household food security in “*Kucha*”, southern Ethiopia. Despite the above efforts that have been made, experiences of KHCSWZDP in relation to genuine community participation, implementation process, decision making, project sustainability and partnership with other

development actors are still under question. In addition in respect of EKHC the perception of local community was not fully grasped. Moreover, socio-economic benefits of its project are still under question. So, this study was believed to bridge the gap through focusing on assessing the role of the “*Kale Heywot*” Church Development program in terms of community participation and projects sustainability for target groups in South West Zone of “*Gamo Goffa*” zone.

### **1.3. Objectives of the Study**

The general objective of this study was to assess the role of KHCSWZ development program. The specific objectives are to:-

1. To assess the experiences of KHCSWZ development program in relation to genuine participation, implementation process, decision making processes, project sustainability and partnership with other development actions.
2. To explore the perception of local community on KHCSWZ development program
3. To explore the socio-economic benefit of KHCSWZ development program

### **1.4. Basic Research Questions**

2. What are the experiences of KHCSWZ development program in relation to genuine participation, implementation process, decision making processes, project sustainability and partnership with other development actions?
3. What is the perception of local community on KHCSWZ development program?
4. What are the socio-economic benefits of KHCSWZ development program?

### **1.2. Scope of the Study**

The study was delimited to assess the role of Ethiopia Kale Heywot church development programme in the arena of community participation, socio-economic benefit of the projects and sustainability of projects. It was focused on KHCSWZDP in a selected case study areas in Arbaminch town Administration, Chenchu and Arbaminch zuria districts.

### **1.3. Significance of the Study**

Beyond its importance as partial fulfillment for Masters of Arts in Regional and local development studies, this study was used as input in improving of the community’s participation

in the “*wereda*” and zonal level as a whole where the study was conducted. In addition, this study was used as an input for a researcher interested on the area in the distinct of Gamo Goffa zone or in the zonal level in general.

#### **1.4. Limitation of the Study**

In conducting this study, different challenges encountered. Most of the problems are faced during the collection of relevant data. Since survey conducted in two “*Woredas*” and “*Arbaminch*” town administration, distribution and collection of 335 questionnaires were difficult. Hence the researcher forced to employ data collections to manage the bulk of survey in each “*Woredas*”. The problem of absence of documents and research conducted on the issue of community participation in case of south west zone of KHC was another problem and the researcher was forced to go to south west zone head office frequently in search of related documents. The researcher was in a problem during the conducting of interviewee and the FGD. The participants were not ready to come together from different areas. This problem was tackled by the help of project coordinators and local leaders. The researcher was also in financial problem in conducting the study because the study was conducted on three “*Woredas*”. Hence the researcher committed to overcome this problem.

#### **1.5. Organization of the Paper**

This chapter is organized in to five chapters. Under chapter one, background of the study, statement of the problem, objective of the study, scope of the study, limitation of the study are discussed. Chapter two encompasses review of related literature. Research methods and methodologies are embedded in chapter three. Chapter four encompasses data presentation, analysis and discussion. Lastly chapter five organizes summary, conclusion and recommendations.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **2.1. Introduction**

This chapter embarks on reviewing theoretical literatures on such topics as definition of poverty, the concept of development, development theories, community participation and development, poverty in Ethiopia and poverty reduction in Ethiopia till the study leads towards the frame work of analysis.

#### **2.2. Concepts and Definition**

##### **2.2.2. Definition of Poverty**

Giving a comprehensive definition of poverty is difficult, because there is no all- encompassing definition of poverty. Poverty is a social construct, so its definition varies according to whoever formulates the concept. However, besides the diverse and various definitions that have been given by scholars, there is consensus that the poverty that prevails in the lives of the poor is very hard to imagine (Onmide, 1992). In reality, poverty can be observed by physical weakness due to malnutrition, sickness or disability. It also creates social isolation and results in powerlessness and hopelessness moreover; it causes depression and psychological stress in the minds of poor individuals.

According to the World Bank (1995), poverty is categorized as both absolute and relative. Absolute poverty is described as a lack of basic security, the absence of one or more factors that enable individuals and families to assume basic responsibilities and to enjoy fundamental rights. On the other hand, Walkins (1995) notes that relative poverty is used in terms of particular groups or areas in relation to the economic status of other members of the society.

Poverty results from and even consists of a lack of basic securities, which include financial resources, but also education, employment, housing, health care and other related aspects. When the consequences of this insecurity are severe they lead to deprivation in new life areas (World Bank, 1995). The following statement is provided by a farmer in Nigeria cited in World Bank, (2015).

### **2.2.1. The Concept of Development**

The fact that in the early period writings there was noticeable interest in development with inquiry in to the basic issues of development economics that provided one of the deepest motivations for the pursuit of economics in general, and this broad basis of development economics has to be born in mind when investigating the details of the concept of development (Sen, 1985). The concept of development has been referred differently by a range of different authors (Raanan Wietz, 1986; Coetzee, 2001; Pieterse, 2001; Diethz, 1997) note that the term development is a multi-dimensional concept and has been ascribe numerous meanings and definitions. In general, it encompasses changes in structures, attitudes and institutions as well as the acceleration of growth, the reduction of inequality and eradication of absolute poverty.

This implies development must represent the whole gamut of change by which individuals and social groups move away from a condition of life widely perceived as unsatisfactory towards a condition of life regarding materially and spiritually “better” it encompasses farther values such as sustainability, empowerment, capacity building, and expanded roles of women, participation, transparency, accountability and equity. Cypher and Dieth (1997) define the concept of development as an improvement of socio-economic and political dimensions of society that leads to increased income and standard of living conditions. Hence as it’s elaborated wildly, the concept of development encompasses not only changes in structures and in situations, but also it enhances the decision making power, through awareness creation having access to improve social amenities as well as it enables self-empowerment to meet meaning full community participation regardless of class, race, colour and gender. Since 1980’s the issue of sustainable development has become a growing concern as a result of environmental crises. A range of authors (Swanepoel and De Beer, 2000; Hoff, 1998; World commission for Environment and development, 1989) not that sustainable development is development that meets the need of the present without compromising the ability of future generations of meet their own needs. On the other hand, and within the context of this study sustainability can be referred to the maintenance and continuance of economic and social development projects in different communities. The sustainability of any project that is initiated to meet the specific needs of the local poor communities will depends on the level of community participation in project planning, implementation, evaluation and decision making. There should be collaborative efforts at all levels where the facilitators and the local communities have to work hand in hand so as to ensure

its sustainability in the future. The mutual interaction between community members and the facilitators binds and sustains the projects. In this connection, Paul (1998) emphasized the importance of empowering beneficiaries' for project sustainability particularly after the termination of external funds and donors involvement. It is the opposite so that the researcher will examine the sustainability of KHC SWZ's community development projects nature.

## **2.3. Theoretical Framework**

Basically theoretical framework serves as the guide on which to build and support this study, and also provides the structure to define how the researcher will philosophically, epistemologically, methodologically, and analytically approach the dissertation as a whole; so, the following issues i.e. theories, theorized by theorists are seen as part of theoretical frame work (Cynthia, 2010, p.2-5).

### **2.3.1. Traditional or Classical Theories**

#### **2.3.1.1. Modernization**

Modernization theory is a description and explanation of the process of transformation from traditional or underdeveloped societies by which the process of change towards those type of social, economic and political systems that have developed in western Europe and North America from the Seventh century to the ninth and have then spread to other European countries and in the ninetieth and twentieth centuries to the South America, Asian and African continents (Elisenstadt, 1966). This implies primarily attention has focused on ways in which past and present pre-modern societies become modern (i.e. westernized) through process of economic growth and change in social political and cultural structures. Dube (1988) notes that this system is characterized by a rational and scientific world view, growth and ever increasing application of science and technology, together with the countries adoption of institutions of society to the imperative of the new world and the emergence technological aspects.

According to Modernists, Nations of developing world is reflected in succession of different names such as backward, underdeveloped or less developed. And all these terms have their own faults for they reflect the western view of the way a country should grow and change. At its core modernization theory suggest that the advanced industrial technology produce not only economic growth in developing societies but also other structural and cultural changes. The common

characteristics that societies tend to develop as they become modern may differ from one version of modernization to another, but, in general it assumed that institutional structure and individual activities become more highly specialized, differentiated, and integrated into social, political, and economic forms characteristic of advanced western societies (Rogers, 1998).

They emphasize highly on the development logic of economic growth in general and industrialization, in a particular, will impact societies towards a particular direction of change (Coetzee, 2001). With the paradigm shift, structural change processes, which were fashioned by the western societies were introduced to the third world countries with the assumption of the rich industrialized countries are the most developed and that their way of development is unquestionably the right way, and that it therefore provides the best model of development for all the rest to follow.

The one intriguing weakness of modernization theory is that it's based on deterministic reason which states that within the linear model of socio economic development, changes are initiated externally, the determinist reason give little room for the reciprocal relationship between causation from within the developing region and from outside the developing region (Coetzee, 2007). For instance, in the 1980s Africa was victim of the failed IMF imposed economic structural adjustment programme (ESAP). The ESAP project failed because it was developed within a total disregard of the cultural, social and traditional values of the recipient countries. Modernization development approach was introduced in Ethiopia during the imperial regime, with a large amount of external finance and technical support from the west. Despite some efforts attempt to adopt it and apply, but, this approach was not successful and could not to bring progress in Socio-economic aspects of the country.

### **2.3.2. Dependency Theory**

Dependency theory developed in the late 1950s as the failure of modernization theory with the explanation of the fact that economic growth in the advanced industrialized countries did not necessarily lead to growth in the poorer countries (Ferraro, 2008). According to Graaff & Venter (2001), dependency theory is often referred to as Marxist development theory. The central idea of this theory is to analyze the basic unit of the world economy as an opposite of the previous theory by argue that under development is occurring through the exploitation of developing

countries by developed world. The discontentment with the modernization theory in the 1950s precipitated new stands of thinking which resulted in the dependency theory.

At Macro level, the main premise of the structural dependency theory is that it would be impossible to understand the process and problems of Africa without considering the wider socio- historical context of western European expansion and the colonization of these places by the western economist (Frank, 1969). Africa was and continuous to be dominated economically as well as politically by external centers of power. The dependence is also noticeable between rural and urban areas (Samr, 1987). This clearly shows that the dependency theory has made Africa a dump for waste and excess labor and market where the terms of trade work to the advantage of the developed world. Hence, the dependency theory is criticized for failing to interrogate the applicability of externally imposed development initiatives. Therefore the critical issues here is transformation for the future depends on through alternative development approaches that rely on achieving the transformation of institutions, technology, values and behavior consistent with social realities and enables to have engaged and participate the nations of the continent (Korten,1990). Coetzee (2001) notes that modernization theory, failed to narrow the gap of inequalities between the developed and developing countries. According to Burkey (1993), dependency theory has brought socio- economic dependency and this resulted in under development on the “periphery” because the center controlled the balance of economic and political power globally.

In Africa, during this time, there was an emergence of socialism in some countries such as Ethiopia, Tanzania and Mozambique to ensure economic progress by applying the principles of the Marxist dependency theory. However, it failed to attain the short, medium and long term development objectives of those countries. During the past times, Ethiopia has passed through three political regimes, and the current government led free market economy. The imperial regime, which ruled the country up to 1974, had pursued pro capitalist and pro feudal policies. The socialist military regime took over the ruling role from 1974 to 1991 and hoped to bring about social and economic transformation in the structure of the national economy (Fitamo, 2003). This stage the principles of the dependency theory were adapted to the Ethiopian economic policy. However, the outcomes of both socialist and imperial regimes were can not to tackle the problem of the country. Ethiopia has not been benefited from the attempts of

development using modernization theory and dependency theory during the last two regimes (Vander Loop, 2002). The current government of Ethiopia is following a pro-capitalist and market derived economic policy in order to bring a dynamic economic growth in the country with a very strong need to apply better alternative development approaches, through addressing local community and to ensure sustainable development.

### **2.3.3. Alternative Approaches**

As it is briefly, discussed above, both modernization and dependency theory of development have their own short comes to apply in case it developing countries. Modernization theory of development is criticized for failing to consider the poor as the center piece in poverty reduction initiatives. Similarly the critics of dependency theory view African in general and rural areas in particular as having been strategically positioned the center as recipients of poor services as well as ill-advised from the metropolis. According to Oakly (1991) and Burkey (1993), the main dissatisfaction with traditional development theories lead to an examination of the notion and the purpose of development and towards a search for alternative approaches. According to these authors, such approaches should focus on sustainable development and people friendly growth in terms of its relevance to satisfy the need of the local people. The ideology of classic economic development based on a preoccupation with growth has continued to fail in many African countries. It has brought many economic and ecological crises and has been unable to solve the problem of local community (Onimode, 1990).

The author argues that the short coming in economic and social performance in Africa of the past time is the result of not only misguided approaches to development but also due to institutional crises. Onimode further claimed that self-governance and self-reliance should in no way encourage an isolationist tendency on the part of nations or local communities. Rather, it should be understood as a process of increasing decision making, social creativity, political self-determination, a fair distribution of wealth and tolerance for the diversity of identities so that self-reliance becomes a turning point to realize genuine community participation for sustainable development. The alternative development approach focuses on participatory and people centered development. This paradigm allows for an integrative approach where by all development actors such as government and civil society, including non-governmental and community based organizations, play a significant role in development. Further, it seeks to

involve ordinary people at grass roots' level in view, of the local community being given the opportunity to participate in projects, have the capacity to plan, implement and manage their own development. This approach enables the community to build their own capacity, self-reliance and ensure sustainable development (Fitamo, 2003).

However, De Beer and Swane Poel (1998) draw attention to the fact that the research does not provide much information relating to organized communities taking part and succeeding in community development efforts. They note, though, that there have been numerous attempts to involve the community, but these attempts regularly end in failure. Regarding this, I argue that if genuine participation, with the active involvement of all stock, holder had been used in local level, community based sustainable development would have been realized. In terms of South Wes Zone of KHCDP community development initiative, this development section has stated that it aims to provide an integrative development as a part of its vision for the people of the region. Thus, this research will be initiated in order to critically asses and examine the development efforts and challenges of South West Ketena of EKHCDP in the context of their participatory development approach.

#### **2.3.3.1. People Centered Development Approach**

The People Centered Development (PCD) approach is one of the alternative development approaches that stress the participation of the majority, especially the previously excluded components such as women, youth and the illiterate in the process of development (Roodt, 2007). The people centered development strategy builds on the participatory and learning process approaches. According to De Beer 2001) the components integral to a people centered approach include: popular participation in development, the need for sustainable development and the support and advocacy of the People's in development by the bureaucracy, NGO and other Voluntary organizations.

In the light of the above, the people centered approach, unlike the classical western approaches, places the community at the center stage of development. Within this context, development practitioners simply play the role of facilitators, while the communities take control of the implementation of their own projects. It is a bottom –up approach, views the communities as people with potential and with the capacity to manage their own development.

Above all it encourages involvement of all stakeholders relevant to the development process (Tefera, 2004). It further recognizes the skill and resources of the local people as well as the utilization of external resources. Eventually the ultimate goal is empowerment, self-reliance and community ownership and project sustainability.

### **2.3.3.2. Participatory Development Approach**

For the last twenty years, the concept of participation has been widely used in the discourse of development. For much of this period, the concept has referred to participation in social arena, in the community or in in development projects. However, participation is a rich concept that varies with its application and definition.

The way participation is defined also depends on the context in which it occurs for some it is a matter of principle for others, practice, for still others, an end in itself (World Bank, 1995). Participation, in the development context, however is a process through which all members of a community or organization are involved in and have influence on decisions related to development activities that will affect them. That implies that development projects will address those community or group needs on which members have chosen to focus, and that all phases of the development process will be characterized by active involvement of community or organization members (USADF, 2013). According to De Beer & Swanepoel (1988), participatory development as the cooperation, mobilization of communities or involving communities in the execution of development plans.

This philosophy is built on a belief that citizens can be trusted to shape their own future. Participatory development uses local decision making and capacitates to steer and define the nature of an intervention. Participatory development encourages grass root organizations to become partners in the development process. Moreover, this approach emphasizes the importance of the inclusion of people, partnerships, the sharing of power and responsibility and empowerment (Fitamo, 2003). On the other hand, Adam (1998) notes that there is growing interest by NGOs to use participatory development approach as a means of development intervention to attain sustainable development.

The south west “Ketena” of Ethiopia Kale Heyot Church Development program is shifting its strategy towards a participatory development approach for effective community development.

Hence this research will investigate the role of the EKHCDP in light of Community Participation and Project Sustainability. Participation in development is broadly understood and used in various ways. Oakley (1991), noted penderis (1996), maintain that participation is primarily an umbrella term for a new form of development intervention and refers essentially to a self-transformation process and proactive “learning by doing”. Roodt (2001) views genuine participation in development as people having the power to influence the decisions that affect their lives. This view maintains that the poor and marginalized people have the power to influence the decision that affects their lives.

Sanderson and Kingdom (2004) clarify that participation creates a specific type of knowledge within a participatory development discourse. Ration decision making exercises positivist judgments and solution finding activities emerge from these participation processes. Paul (1996) views participation as a voluntary contribution in planning projects, including participation in decision making, in implementation of projects, in monitoring and evaluation of development programs and in sharing of benefits.

Robinson (1994) noted that successful project intervention is related to number of related variables. None of which in isolation is sufficient to achieve project objectives. Successful intervention of projects depends on genuine participation of the community. The importance of beneficiary participation in the planning in decision making, implementation and evaluation of project is crucial.

### **Capacity Building**

Capacity building refers to strengthening people’s capacity to determine their own values and priorities, and to organize themselves to action (Williams, 1995), therefore development is the process by which vulnerabilities are reduced and capabilities are increased (Eada, 1997). The aspect of capacity building is linked to empowerment that raises people’s knowledge, awareness and skills to use their own capacity. This enables beneficiaries to understand the decision making process and to communicate more effectively at different level and stages. In this regard, community participation would help in building the capacity of beneficiaries in relation to community development projects.

Thus beneficiaries may share in the management tasks of the project by taking on operational responsibility for different segment themselves (Paul, 1998), Developing the capacity of beneficiary could also contribute the sustainability of the project, beyond the disbursement period, due to enhance level of beneficiary interest and competence in the management and implementation of their own projects. Therefore, capacity building at the grass roots level is geared at promoting and empowering the local communities so that vulnerable and marginalized group can gain new skills, which they can then apply to promote sustainable development within their communities. Thus, a capacity building approach to development involves identifying the constraints that women and men experience in realizing their basic rights and finding appropriate vehicles to strengthen their ability to overcome the causes of their exclusion and suffering (Eade, 1977).

### **Empowerment**

The concept of empowerment refers broadly to expansion of freedom of choice and action to shape one's life. It implies control over resources and decisions (Narayan,2002). Similarly, the World Bank refers to empowerment as the expansion of assets and capabilities to poor people to participate in, negotiate with, influence, control and hold accountable institutions that affect their lives. It categorizes empowerment in to four key elements such as access to information, inclusion /participation, accountability and local organizational capacity that must underline institutional reform. According to life (1995), the concept of empowerment is central to social and community development and it's aimed at increasing the power of the disadvantaged, marginalized women, men and children. Empowerment should focus on human capital development. The basic objective of human development is to enlarge the range of people's choice to make development more participatory.

These choices should include access to income and employment opportunities, education and health, and a clean and safe physical environment so that each individual should also have the opportunity to participate fully in community decisions and to enjoy human, economic and political freedoms (UNDP in Rist, 2002). The principle of empowering stipulates that people participate because indecision making and having to power to make decision and it is through participation that people become empowered (Swanepoel, 1997). Empowerment therefore, is empowering or enabling the beneficiaries to make informed decision on matters that affect them.

If people are empowered, they release their potential and energy and through this create their own version of development. It is through this process that the poor majority can start to deal with their situation in term of realize their quality of life. Through empowerment communities can build socio economic capital. In this regard, Baas (2004) refers to social capital as cohesion, common identification with the forms of governance, cultural expansion and social behaviors that makes society more than a sum of individuals. The core element of any participatory institutional development approach is the promotion of self-help structure as an important tool to increase the participation of the poor in decision making and access to assets and services.

## **2.4. Community Participation and Development**

The concept of “community” is referred in various ways by different authors Giuliani and Wiessenfeld, 1999; Ferrinhy; De Beer, Swanepoel and Hennie, 1998; Edward and Janes, 1976; cited in De Beer, and Swanepoel, 1998). Defines community as a specific system that arises when human population settle in a given territory have shared common characteristics and interests and build mutual relationships for common benefits. However, Garcia, Giulian and Wesenfeld (1999) note that community and individuals are linked together with characteristics that both unique and diverse.

For De Beer, Swanepoel and Hennie (1998), a community is a specific geographical locality with shared interest and need of its members. A common thread, running through these definitions, and considered essential to the above definition of community is that in each case there is a grouping of people who reside in a specific locality with a full range of daily felt needs. In this regard, a community is a socially, culturally and ecologically bounded group of inhabitants who have potential and hold the right to make decision in any kind of development activity for the mutual benefit of its members.

### **2.4.1 Community Participation**

Community participation usually can be referred as an act or instance of a community, a share, as in benefit, taking in something and the state of being related to a larger whole (USADF, 2013). What is active community participation? How can you know when you have achieved it? What does it look like? The truth is that, there is no right way to achieve deep community involvement.

It will look different in every community. Yet, there are some common elements to sound participation that will be found in all communities (USDA, 2000).

### **Many People**

The first and most obvious principle of participation is that many people are involved. The work of community is not considered to be special province of acknowledgeable few perhaps the same elite leadership who has always run community affairs but it is the business of every one participating communities engage many people in their work (Reid, 2000).

### **Many Centered**

Participating communities are open to involvement by many groups. They divide up responsibilities in a way that draw on the special talent and interest of contributing organizations by assessing responsibility for independent action to these groups.(Reid, 2000).

### **Open and Advertised**

The business of participating communities is open to all and widely publicized. Citizens are informed by a variety of means about the community's work, and opportunities for citizens to find meaningful roles in contributing to that work secrecy which only leads to suspicion, distrust and ultimately to the death of community involvement is strictly avoided (Reid, 2000).

### **Open to All Ideas**

In participating communities, there are no such things as a bad idea. All ideas are welcomed and treated with respect. This is not only honors the person whose idea is put forward, but also sets a welcoming tone for fresh idea and inspirations that might otherwise be hidden due to fear of ridicule (Reid,2000.)

Participating communities establish ways of screening out the best ideas from the merely “interesting” but in a way that acknowledges the values of all ideas, no matter what their sources. In doing so, they encourage all their citizens to bring forth best for the common good (Reid, 2000).

### **Inclusive and Diverse**

In participation no distinctions are drawn among various groups and types of personalities who offer themselves to community development involvement. All persons are actively welcomed in to useful roles, regardless of their color, age, race, prior community involvement, and level of education, occupation, personal reputation, handicap, languages appearance, religion or any other factor. Participating communities know and recognize that, truly, we are all made equal, that we have an equal right to share in the work and benefits of community enhancement, as well as in its costs. The entire community is poor when we fail to do so (Reid, 2000).

### **Open Mind, Open Process**

As a consequences, participating communities operates sot that it is clear to all that they are not controlled by any one organization, do not represent any one group of people, and are not limited to anyone philosophy or way of doing business. Their leadership is used to facilitate discussion of a diversity of viewpoints, rather than to push its own agenda. Leaders are not ego- driven but focused on operating a high quality, open decision making process. In short, they are open – open in mind, and open in the way they carry out community activities (Reid, 2000). Hence, the level of community participation in KHC SWZ development programs intervention will be examined also based on these principles.

## **2.4.2 The twelve Commandments for Participating the Communities in Development**

Whoever wants to get involve in participatory development should: 1) demonstrate an awareness of their status as outsiders to the beneficiary community and the potential impact of their involvement; 2) respect the communities' indigenous contribution as manifested in their knowledge, skills and potential;3) become good facilitators and catalysts of development that assist and stimulate community based initiatives and challenge practices which hinders people releasing their own initiatives and realize their own ideals; 4) promote co-decision making in defining needs, goals setting, and formulating policies and plans in the implementation of these decisions. Selective participatory practices can be avoided when development works seek out various sets of interest rather than listening only to a few community leaders and prominent figures; 5) communicate both programs/project success and failure sometimes failures are more informative; 6) believe in the spirit of 'Ubuntu' a South Africa concept encompassing key values such as solidarity, conformity, compassions respect, human dignity and collective unity; 7) listen

to community members, especially the more vulnerable, less vocal and marginalized groups; 8) Guard against the domination of some interest groups or a small in representative leadership clique.

This article pleads for a co-operative spirit and for a watch for oligarchic tendencies among community leadership; 9) involve a cross- section of interest groups to collaborate as partners in jointly defining development needs and goals, and designing appropriate process to reach these goals; 10) acknowledge that process- related soft issues are as important as a product-related hard issues. Any investment in shelter for the poor should involve an appropriate mix of technological and social factors, where both hardware and software are developed together. In this regard many scholars recognize the important of a multi-disciplinary approach to project planning and development. The inclusion of a social scientist and someone with the appropriate skills from within the community, to work together with planners, architects and engineers is very important.

A multi-disciplinary approach will only succeed if technical professionals recognize and include the contributions of their social scientist partners in the planning process; 11) aim at releasing the energy within a community without exploring or exhausting them & 12) empower communities to share equitably in the fruits of development through active and meaningful participation where by beneficiaries influence the direction of development initiatives rather than merely receive a share of benefits in passive manner (Fitamo, 2003).

## **2.5. Poverty in Ethiopia**

Poverty in Ethiopia is prevalent in both rural and urban areas. According to EEA (2002), more than 46 percent of the population is living in absolute poverty or below 2 dollars per day. In Ethiopia, rural areas account for 85 percent of the country's population, and the majority of rural people live in abject poverty. Urban areas also exhibit a high incidence of poverty. Socio-economic indicators also reflect poverty to be wide spread throughout the country (Tefera, 2004)

## **2.6. Poverty Reduction in Ethiopia**

### **2.6.1. Humanitarian and Development Organizations Role in Poverty Reduction**

#### **2.6.1.1 The Rise of “Kale Heywot” Church**

The new poverty reduction strategy policy allows NGOs and other civil societies to work in partnership with the government towards alleviating poverty in the country. By using these opportunities, the Ethiopian “*Kale Heywot*” Church development program is playing its role in the country to reduce poverty and other forms of human suffering (Dalalo, 2008). In the reform process, NGOs, together with civil society and grassroots organizations, have played a decisive role and they are becoming key vehicles for democratization. Their involvement includes participating in public forums, the formulation of government policies and plans and the carrying out of advocacy services for the restoration of democracy.

In this regard, the Ethiopian “*Kale Heywot*” Church has played a major role by creating awareness of people in the different communities to become more conscious of issues such as freedom of speech, protection of rights of women, the rights of children and other disadvantaged groups. To wind up, the fragmented and mechanistic development approach in the past has given rise to the new alternative development approach, also referred to as a ‘people centered’ approach.

#### **2.6.1.2. The Evolution of EKHCDP**

The EKHC is an indigenous evangelical church which was established in the early 1920s. According to Belete (1988) it was established by group of people who maintained that they were led by the spirit of God and who were determined to live the entire life for the cause their gospel. According to the author of this research the history of Ethiopian “*kale Heywot*” church was linked to the history of the Sudan Interior Mission (SIM), a para-church evangelical missionary group that worked in partnership with the EKHC from its genesis.

Throughout its history the church has faced much foremost and suffering during imperial until the end of the “*dergue*” regime. In this time the SIM groups were went out from the country. But the withdrawal of the supporting missionaries did not stop the growth of the church and multiplication of the Christians. The defeat of Italians the SIM missionaries returned to Ethiopia to work with the KHC. In this time besides preaching the gospel they have engaged in the development activities they opened clinics and schools in different parts of the country and “*Gamo Goffa*” zone.

## **CHAPTER THREE**

### **BRIEF DESCRIPTION OF THE STUDY AREA/PROGRAM AREA, RESEARCH METHOD AND MATERIAL**

#### **Introduction**

Brief description of the study area, research design and approaches, population and sample, data collection method, reliability and validity test are presented in this chapter. Further description and illustration is given on how each data collection tool is applied

#### **3.1. Brief Description of the Study Area/Program Area**

The “*kale Heywot*” Church south west zone Development program has been implementing community development projects in different parts of Gamo Goffa Zone In some areas such as “*Arbaminch*” Vocational training project (Since 1996) and in “*Chencha*”, Gamo Highland community development project (since 2001) have been carried out for many years.

#### **3.2. Research Method and Materials**

##### **3.2.1. Research Design**

This research followed mixed-methods descriptive-design approach. Although there are different types of mixed-methods descriptive-design studies, the type adopted for this study was “convergent parallel design” (Victor, December, 2013, p.135-138). However, the purpose of adopting a mixed-methods descriptive design for the study was to enable the researcher to have a balanced and complete opinion about the role of KHCSWZ development program.

Moreover, this method was chosen because it enabled the researcher “to simultaneously collect both quantitative and qualitative data, merge the data, and use the results to understand a research problem”. Actually, the rationale behind using qualitative methodologies, in addition to quantitative data, was to increase understanding about dynamics, openings and perceptions of people in the case study areas about KHC, SWZDP and its significance in empowering the beneficiaries and resulting in sustainable projects.

### **3.2.2. Population, Sample and Sample Size of the Study**

The target population is that which a researcher wants to generalize the results of the study. In this study target population encompasses employees from governmental, non-governmental and project implementing organizations & beneficiaries of the program.

To determine sample size in respect of beneficiaries the sampling formula applied;  $K = N/n$  where  $K$  = the ratio of sampling frame size,  $N$  = the desired sampling size and  $n$  = refers the sampling ratio. For this step, the researcher first consulted the KHC SWZDP director as well as coordinators in three case study area. From each case study site, the researcher randomly selected one group out of three cluster beneficiary groups (each cluster group consists 62 to 110) people at each site by drawing random numbers. And 62 in number of beneficiaries were taken as of sample size in case of beneficiaries. Further, there were 37 in number of government and non-government employees. So, the study took all of them as of sample size. Moreover, there were 26 in number of employees in KHC SWZDP. Automatically the study used all of them as of sample size

### **3.2.3. Sampling Technique**

This study applied two stage sampling - a cluster sampling. A cluster sample is a simple random sampling of the primary units (the clusters- case study site) followed by a census of the secondary units (beneficiaries group in selected primary unit). Systematic and purposive sampling was also used.

### **3.2.4. Method of Data Collection**

According to Wimmer and Dominick (2011), method is a specific data collection process in accordance with the assumption of the selected methodology. Therefore, this study applied mainly the following information gathering tool, i.e. literature review, secondary data analysis, questioner survey, informal and semi-structured interviews.

### **3.2.5. Method of Data Analysis**

The quantitative data obtained from primary and secondary sources were analyzed by using numeric format and presented in the form of percentage, graph and table where as qualitative data obtained from primary and secondary sources were carefully processed and qualitative data matrix employed for the data summary and analysis.

Then both quantitative and qualitative data were summarized in a way that can help the researcher to achieve the research objectives through triangulation to archest rate all data that come from different angles.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND DISCUSSION

#### 4.1 Introduction

This chapter attempted to analyze and interpret the data collected and summarize it. Data obtained from the field is utilized depending on its relevance to the research questions. In addition, the results are made to relate to the key considerations discussed in the literature review sections. At the same time, the data is analyzed in association with the research questions raised in chapter one. The center of focus of the presentation and analysis of data was to assess the role of KHC SWZ development program, particularly in the areas of community participation, socio-economic benefits, and sustainability of development of projects in the case of South West Zone, “*Gamo Gofa*”, and “*Arba Minch*”. Actually, the analysis begins with the participant’s characteristics and further discusses six basic themes that involve community participation, project benefit, project sustainability, empowerment, poverty reduction networking and partnerships. Finally, a summary of findings with respect to these same issues were presented and discussed in a way the researcher could grasp ideas leading to the next conclusion section.

#### 4.2 Characteristics of the Respondents

This study surveyed in terms of characteristics of the respondents. The information is shown below

##### 4.2.1 Gender

This study surveyed in terms of characteristics of the respondents in respect of gender. The information is shown below

*Table 4.1 Frequency and percentage distribution of the respondents by gender*

	Beneficiaries		Government and NGOs		KHC,SWZ	
Category	Frequency	%	Frequency	%	Frequency	%
Male	43	69.3	28	75.6	22	84.6
Female	19	30.6	9	24.3	4	15.3
Total	62	100	37	100	26	100

*Source: Own Survey Data, 2017*

Table 4.1 presented in terms of characteristics of the respondents. Actually in terms of characteristics of the respondents that consists three categories namely beneficiaries, Government officials and NGOs and finally EKCH SWZ officials. In this case regarding to gender the findings of the study Shows that among beneficiaries respondents 69.3% are males and the remaining 30.6% are females. Inters of Government officials and the Non-governmental sector respondents, 75.6% are males and the remaining 24.3% are females. With respect to KHC SWZ, officials, 84.6% are males and the remaining 15.3% are females. From the findings of the study what we have conclude that the majority of the respondents were male respondent beneficiaries just the participation of women in community development projects was low as compared to male.

#### 4.2.2 Age Category

This study surveyed in terms of characteristics of the respondents in respect of age. The information is shown below

**Table 4.2 Frequency and percentage distribution of the respondents by age**

Age category	Beneficiaries		Government and NGOs		KHC,SWZ	
	Frequency	%	Frequency	%	Frequency	%
Below 25	22	36.8	7	20		
25-35	28	45.5	14	40	10	40
36-45	8	14.5	11	30	9	33.3
>45	4	3.3	5	10	7	26.7
Total	62	100	37	100	26	100

*Source: Compiled Primary data*

This study surveyed interims of characteristics of the respondents in respect of age. The information is shown in table 4.2. Inters of Age composition of the respondents, Among beneficiaries 36.8% are < 25 age and 45.5 % are in the range of 25-35 and also 14.5% are in the range of 36-45 age and finally 3.3% are above 45 age Inters of Government and NGOs respondents, 20% are < 25 are 40% are in range between 25-35 and 30% of respondents are between 36-45 and the remaining 10% are > 45 age group.

Regarding KHC SWZ officials none of them >25 age but 40% are between 25-35 and 33.3% are between 36-45 age and the remaining 26.7% are > 45 age

#### 4.2.4 Occupation on job

This study surveyed interims of characteristics of the respondents in respect of job condition.

Table 4.3 Frequency and percentage distribution of respondents by job condition

Category	Beneficiaries Frequency	%	Government and NGOs Frequency	%	KHC SWZ Frequency	%
Farmers	38	62.3				
Merchants	8	11.1				
Self employed	16	26.6				
Government employed			29	80		
NGO employed			8	20		
KHC SWZ					26	100
Total	62	100	37	100	26	100

Source: Compiled Primary data

Regarding the job condition of beneficiaries, the majority of the respondents (62.31%) are farmers and 26.6% are self-employed, while the remaining 11.1% are Merchants. For Government officials and NGOs, the overwhelming majority (80%) of the sample is government employee and the remaining 20% are respondents of NGO employee. Inters of KZCSWZ, all respondents are KHCSWZ officials.

#### 4.2.5 Work Responsibility

This study also surveyed interims of characteristics of the respondents in respect of job responsibility.

Table 4.4 Frequency and percentage distribution of respondents by job condition

Category	Government and NGOs		KZC,SWZ	
	Frequency	%	Frequency	%
Experts	22	60	14	57.15
Department heads	9	26.7	5	14.28
Programmed coordinators	6	13.3	7	28.57
Total	37	100	26	100

Source: Filed work (January 2017)

Table 4.5 shows that in case of Government official and NGOs respondents' status in their work place and that of KHC SWZ concerned bodies. Regarding Government and NGOs, 60% of respondents are Experts in their duties, whereas 26.7% are department heads and the remaining 13.3% are programmer coordinators. In terms of KHC SWZ respondents, 57.15% are expert while 28.57% are programmer coordinators and the remaining 14.28% are department heads

### **4.3 Community Participation**

Community Participation in the development Context is a process through which all members of a Community are involved in and have influence on decisions related to the development activities that will affect them. That implies that the development projects will address those community or group needs on which members have chosen to focus, and that all phases of the development process will be characterized by active involvement of the community participation is modified with adjectives, resulting in terms such as community participation, public participation and popular participation. (Coetzee, 2001) said that the core of participation is a set transformation process where by people becomes capacitated through the process of learning so that they enabled to shoulder responsibility without external bodies intervention to do activities, so participation as voluntary contribution in planning projects, including participation in decision making. Implementation of projects, in monitoring and evaluation of development programs and benefited from it.

In some cases, external experts or donors frequently design community development projects on the behalf of local community. Such a development approach was a top-down approach and does not include or recognize the value of participation of ordinary people at the grass root level. The people center approach, unlike the classical, unlike the classical, Western approaches. Places the community at the center stage of development, with in this context development practitioners simply play the role of facilitators. While the communities take control of the implementation of their own projects, it is a bottom-up approach views the communities as people with potential and with the capacity of manage their own development. It also encourages involvement of necessary stakeholders in the development process (Fatima, 2003). At the early stage the SWZDPs community development projects were planned and implemented with little community participation, in the project need assessment stage and implementation stage. As a result many projects failed and target groups were not benefited from the projects, but having

learned from these experiences today KHC SWZ community development projects approach changed to wards, participatory development approach and to its trends.

#### **4.3.1 Projects Needs Assessment**

According to Coetzeen (2001) project needs assessment is the initial stage of any project cycle and in this stage the local people are more equipped to identify the more pressing local needs in terms, of their situation. Moreover, their involvement in needs assessment will enable them to express the anticipatory needs of the change perceptions and knowledge of an imaged further and, as such a bridge between the present and future (Wade, 1998), there they will be motivated to be engaged with and become part of the solution for the community's problem. Regarding beneficiaries participation in the stage of need assessment of KHC, SWZ development projects beneficiaries were responded for their involvement in project need assessment the findings reveals that 58.8% of the sample respondents they participated in project need assessment, whereas 42.2% of participants are not engaged with project need assessment. The survey result reveals that the participation of beneficiaries in project need assessment is some who satisfactory. But a significant number of participants had not participated.

In contrast survey data collected from KHC, SWZ officials regarding the beneficiaries' participation in project need assessment, show that 91.1 % respondents conformed about beneficiaries dafficipation in project need assessment, while 8.9% of respondents witnessed the lack of participation of beneficiaries in project need assessment stage through the survey result obtained from beneficiaries and KHC SAZ officials differs these is indication of most of beneficiaries have been participant in project need assessment stage in their locality, As elaborated on the above qualitative field work provide in additional to survey data to increase the understanding of questionnaire responses part of this field work included three focus group discussions of eight people in each focus group that were selected based the appropriate size FG and through consultation of the area of "*Chencha zigiti*" and "*Gewada*".

Concerning need assessment data gathered form all focus group discussions show that for Gewada because the respondents in this area perceive that it was very important to participate in project need assessment. According to the informant the community had identified their needs but they did not have assistances and cooperation from the project coordinators in their locality.

On the other hand the focus group participants from KHCSWZ in Arbaminch indicted that there had been unequal community participation in project needs assessment in some projects was due to the fact that some project were planned be for the proper need of beneficiates were assessed. The qualitative survey finding indicated that the majority of beneficiaries participated in the project need assessment.

In terms of qualitative results, some beneficiary did not see the importance of their involvements in project needs assessment. Others recognize the benefits of their involvement in terms of identifying and prioritizing their problems to seek for external assistance in order to meet their community need, but they did not have an opportunity to get involved.

#### **4.3.2 Participation in Project Planning and Implementation**

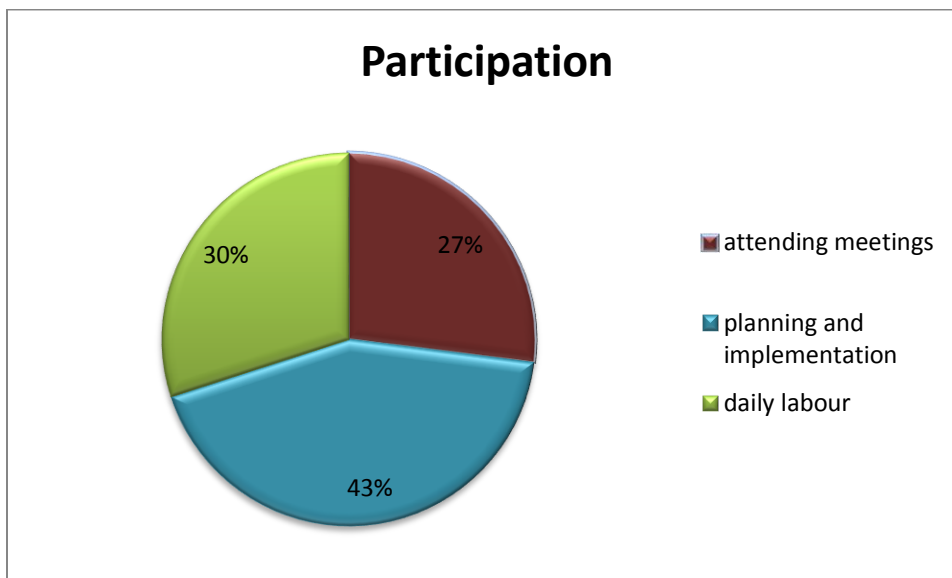
According to world bank 2002 , development planning is referred as a types of planning that desired to address social economic as well as political need of a society in which targeted its gall in attainment of developed society fatherly development planning is a particular approach which involves trying to control coordinate and to facilitate the process of development. Hence development planning is perpetual process that involves choices and decision of a society about alternative ways of using available resources to attain particular goals in particular time project planning is a part of development planning ware by a set of activities are planned to attain a desired goal, it usually has a specific geographical location and often has a clearly defined time span, project implementation on the other hand, is the process of changing plans in to action , good planning in the development process requires not only a sounds plan design, but also active and conscious support from over whelming majority of the community and includes poor and relegated groups (Ferrinho, 1990), conceding the above theoretical buck ground a quantitative filed survey was conducted to assess the benefices participation in KHCSWZ,s projects in terms of planning and implementation, 65% of beneficiaries respondents indicated that they participated in these stages . While 35 % of the respondents noted that they were not involved in project planning and implementation. With regard to the beneficiaries involvement in project planning and implementation, information obtained from “*Chencha*” and “*Arbaminch Zuria*” focus group discussion revels that there was less participation in planning stage for the “*zigit*” group, where us at “*Maze doysa*” participation decreased in both planning and implementation stage .

### 4.3.3 Level of Participation

With regard to the level of participation, there are many forms of participation in which the beneficiaries may be involved for several reasons. In case of manipulation, the participation of beneficiaries to inform about their aspirations through attending meeting in projects, in case of manipulation, the participation of beneficiaries in service delivery process of communities to obtain agreements to interventions or human and financial resources during implementation stage of a project. In case of co-operation participation the form of participation can be the beneficiaries cooperate with a project in alliance towards improved and demand responsive service delivery, hear by the beneficiaries decision making capacity will be promoted by initiatives (World Bank, 2015).

In times of the level of participation beneficiaries were asked to show their involvement in KHSCSWZ, community development projects. As figure 4.1 illustrates 43% of the simply responded that the participated in the project planning and implementation phase, whereas 30% reveals that they were only involved as daily laborers by working at the project sites as temporary workers. A total of 27% responded that their participation was limited to only attaining meetings that were related to the projects

**Figure 4.1** Frequency and percentage distribution of the respondents (beneficiaries) by the level of their participation



Source: Filed work (January 2017)

Regarding the involvement of beneficiaries in project planning and implementation, the information obtained from all focus group discussion indicated that for the for zigit rural setting there appears to have been little involvement. Furthermore participants felt that was very importance to be involved in the projects planning and implementation as reflected by the following comment made by one of the participants. “We are reaching the conclusion that the KHC,SWZ development project does not belong to us and we do not sense its ownership because we wear excluded from the project planning and implementation” . Even though in chanch Doko focus group discussions revealed that there more involvement of beneficiaries, particularly in the project implementation a stage, this group further stated that there was more participation as results of their self-help groups more participation. According to the informants, sixteen self –help groups with ten to fifteen people in each group were organized and benefited from the project credit and saving scheme. Each group has its own coordinating committee. The committee meets with the project team once a week and discusses issues around the group business conditions and report back to the group once a week. Moreover, the coordinating committee and the project staff members visit each group members and discuss the progress of the work at least once a month so that all participants are a were of the project duties.

According to the filed survey findings, there appears to be some involvement in the project planning and implementation stages. However, their involvement only seemed to be related to the immediate benefits of the project. It implies that beneficiaries participated because they were asked to collaborate in some types of project activity with the expectation that they would gain something in return. For the example important of the Doko project focus group indicated that during the implementation stage they were involved as they would receive cash for work activities on the projects site. At the sometime the information obtained from the focus group informants indicates that the level of participation varied from project to project. In some projects there was more participated from participation was observed.

#### **4.3.4 Beneficiaries Understanding of Participation**

Regarding to the beneficiaries understanding of participation, the qualitative filed survey results indicated that of the simply a significant number of beneficiaries respondents (71%) reviles that participation referred to involvement in at list in some kind of desiccations making.

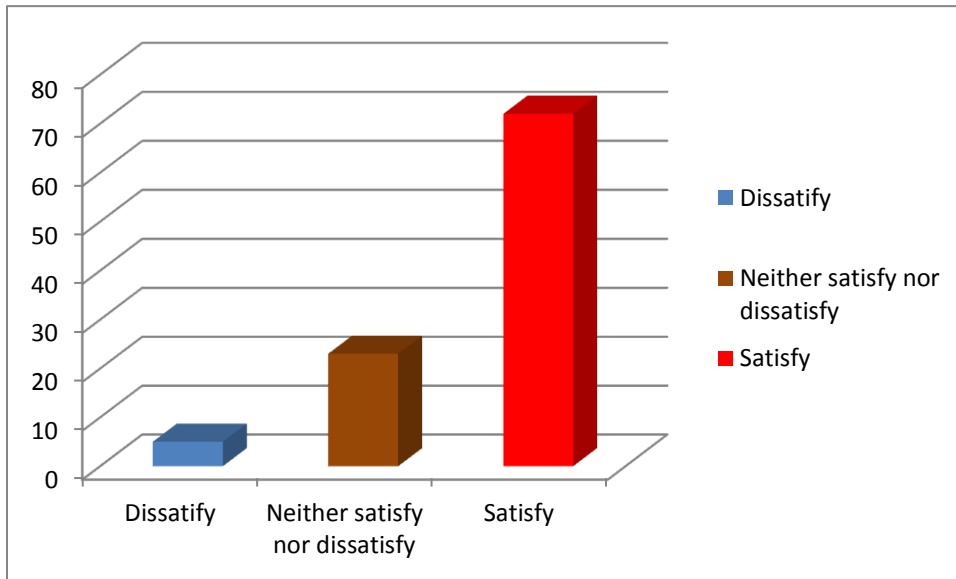
On other hand, for 15% of respondents participation was about attending meeting and for 11% of beneficiaries' participation was the involvement in some type of group activities. Only 3% indicated that they did not understanding the concept of participation. They above finding indicate that the majority of beneficiaries have a basic understanding of what meant with the concept of participation. This indicates that unless participants are involves in the process of decision making they not really participating in their project.

#### **4.4 Project Benefits**

Tephra (2002) noted that the KHCSWZ development program has brought socio economic transformation in the areas of community livelihood development highland fruit and natural medicines development clear water skills development in come generation health and environmental rehabilitation. According to him the overall result is a remarkable improvement in the standard of living of the poor besides this during the filed survey qualitative data was collected to assess the prevention of the beneficiaries in terms of project benefiter we great majority of the sample 88% of the respondents indicates that they have respondent that they did not benefited from the project in which they engaged . In additional the beneficiaries were asked to rate the project benefits for themselves and their families .

As fingers 4.2 illustrates 73% of respondents were satisfied with project in terms of improving agricultural production creating new source of income reducing the incidence of disease as result of clean water provision. However 23 % of respondents were neither satisfied nor dissatisfied with project in changing their lives while only 4% of them were dissatisfied with project in changing their life.

**Figure 4.2 Percentage distribution of the respondents (beneficiaries) by their perception about personal benefits of the project**



*Source: Filed work (January 2017)*

Based on the above research result implies that those how indicates that the project had a significant impact were the beneficiaries who directs access to the projects benefits in one way or other. However, those how noted that the project little impact on other lives were those how no direct access to the project benefits.

This would mean that the project benefits were not equally distributed among the beneficiaries. Some beneficiaries considered themselves as benefited more than others. However, the gap between the beneficiaries does not appear to be significant since most of the beneficiaries were satisfied by the personal benefits that the reserved form the project. Whereas the beneficiaries where asked to evaluate the benefit of the project benefits for the community. As indicated in the below figure 78% of respondents replied that the project has had a large impact on the community a total of 2% responded the project has little impact while only 2% replied that the project had no impact on community. Based on the above research findings it can be implied that the majority of beneficiaries are satisfied with KHC,SWZ developments services and it appears that these individuals families SWZ, development projects. Moreover the survey results of the in –depth interviews with the beneficiaries indicated that the benefits of the project have had an impact on their lives as reflected by case studies .case study 1 a beneficiaries farmer from the zygot community livelihood development project of KHCSWZ.

## 4.5 Case study

### Case study 1 A beneficiary farmer from the Zigiti community livelihood development project of KHCSWZ

My name is Ato Oshita Ochoa I am farmer and live in Zigiti , I am married and have got six children . I had 0.5 hectare farm land and only one Ox when I joined the project. But after joined the project I started producing different vegetables potato and spices and earned ET Birr 4,600 ,001,500,00 and 2220 respectively in the first harvest ,and with the income I bought 0.25 hectare land in contract two sheep and Ox in share with the neighbor . A year later with similar activities earned ET Birr 13,800 and with the income I bought 0.5 hectare land in contract and ones.

Atom Oshawa Said Before I included in the projects I was drunkard and no one respect me and no one gave me an ear to listen but after joined the project I got differ training and I was hopeful .with the skill a got I started improving my livelihood , so everyone love and respect me in the community and recently I elected for the position of keeled vice chairman thus he is very happy in the project and gave thanks to all supporters those how are showing ways to break poverty vicious circle.

## Case study 2 Abneeficiaries testimony

My name is Daniel Samuel. I am married and four children. Two male and female I had 0,125 hectare farming land and only one chicken before joining in to a project target

Group. but did not have oxen cow sheep or goat. so that I was in confession and trying to sustain my family via engaging in wage. At the time my annual income was not greater than 500ETB in addition my land was very small and unable to produce sufficient crop for home consumption,

I was also unable to purchase clothes for family members, even in Ethiopia great holidays. So my child did not equally play with her age groups.

I was joined the project since 2014, I started producing barley and engaged in beekeeping and earned income from it and continuously save 50ETB per week. That means I engaged in saving money to buy how should asset. With the equipment money I bought cow and later Ox. In the second year of the project I continued to produce and earned 5300ETB. with the income from production and fattened Ox sale I planted lands in contract. Currently I have 0.75 ha farm land. At the same time could to send my children to school by fulfilling clothes and educational materials. The children are very happy and their status is no poorer. They are now equally playing with their age groups. because my family livelihood improvement and active involvement in group development I was selected a best model farmer from group and get award from the project, and also the government agricultural office selected me for special training (improved beekeeping) lastly, proudly I speak but now I and my family are no more poor and even better than some of those who selected us.

As a result of better economic status everyone in community respects me and appointed me as one of the keeled leaders from neighborhood

## 4.6 Social Benefits of the Project

According to Swartz (2010), development related NGOs and Civil society associations and churches share similar characteristics in terms of moral, political, and social commitments towards alleviating poverty and human suffering. In this regard, qualitative field survey methods such as focus group discussions were used in order to assess the beneficiaries' perception of the social benefits of KHE SWZ's development projects. In terms of social benefit findings, it reveals that slightly less than half (47%) of the beneficiaries responded that basic education, clean water, and agricultural inputs provision service was the main social benefits, a total of 24% identified relationship building as a social benefit, while 21% of respondents identified training as part of social benefit because it increased awareness for information exchange and networking.

The remaining 7% of the sample revealed temporary employment as a social service benefit of the project, and the insignificant share of 1% indicated the projects have no social benefit from the projects. Furthermore, the qualitative data provided additional information about the perception of people concerning the social benefits of the projects. All the informants agreed that they have socially benefited from the projects in one way or another. According to the informants at Arbaminch, there was not a good relationship among the beneficiaries prior to the implementation. As the result of project intervention, their relationship among beneficiaries has strengthened. According to the informants, a sense of unity and cooperation was created after the group was formed. In this regard, Dinberu (2014) notes that social capital as institutions, relationships, and networks shapes the quality of societies' social interactions and enables them to prosper economically. In terms of development activities, such as social capital has the potential to bring sustainable results. Based on this perspective and according to the research findings of social benefits, the beneficiaries' understanding of social benefit in this case study area. On the other hand, in Zigiti, a rural setting, the focus group informants agreed that agricultural inputs supply and clean water supply were the major social benefits of the project. Moreover, these provisions enhance the health status of the society and increase the productivity of the beneficiaries.

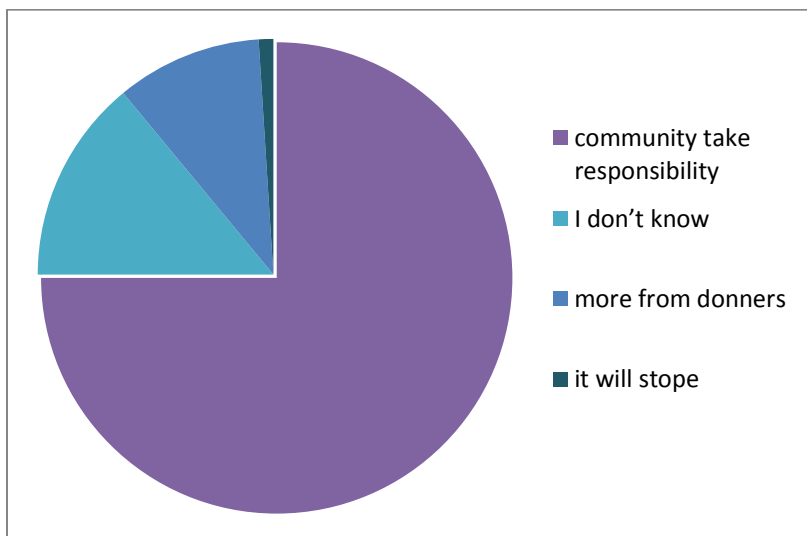
## 4.7 Project Sustainability

A self-sustaining participatory development process is based on the mobilization of local resources, and infers continuity of activities when outside support terminates Dinberu (2014) emphasizes the increased role of and responsibilities of the community on one side, and the decreasing role and responsibilities of facilitators or development actors on the other hand. This entails mutual trust and improves capabilities of Community members to prepare the Community for new Challenges. It furthers incorporates developing a collective intelligence, a form of Communal wisdom, which integrates past, present and future experiences.

Inters of project sustainability, the quantitative field survey finding indicates that 93% of respondents reveals that the projects would be sustainable in the future, but, the remaining 7% respondents that the project would not be sustainable.

Similarly, the respondents were asked how sustainability of projects be maintained AS figure 4.3 illustrates, (75%) responded that the Community would take responsibility, whereas 14% said that they do not know what would happen to the projects in the future. A total of 10% indicated that more project funds would come from the donors of continue project activities, while only 1% said that the project would come end after the with drawl of the facilitators of the project.

**Figure 4.3** Frequency and percentage distribution of the respondents (beneficiaries) by their view about project sustainability



Source: Filed work (January 2017)

From the KHC SWE point of View, the quantitative survey indicated that 61% of the respondents indicate that the Community would be responsible for the project sustainability in the future, whereas 25.5% indicated that KHC SWZ would take responsibility in the future. The remaining 13.5% indicated that the government would take responsibility for the project sustainability. Moreover, an in-depth interview with Mr. Belay Berkeley, the KHC SWZ development department head, indicated a different view. According to him, projects that focus on individual and household will take full responsibility. However, Community owned projects will not be sustainable because the Communities do not have the capacity to continue projects activities. He argued that as most projects evolved relief intervention, they would still be dependent on outside support. Taking the above findings into consideration, it appears that the community has not yet reached the level of assuming responsibility for the projects, which will affect their sustainability.

On the other hand, Mr. Samuel Gumbo, the General Secretary, of KHC SWZ argued that in third world Countries like Ethiopia, where poverty prevails and Climate Changes take place, it is difficult to ensure sustainability. For insuring sustainability, there should be precondition among all development actors and community. There should also be a good supportive national policy, which enforces and shows directional are not yet favorable and as a result project sustainability is affected. This is also true for others NGOS.

Concerning to project sustainability, data gathered from all focus group discussions revealed that in their view taking future responsibility of projects rests by the Community. All the informants of focus group believe that it is their project and, in one way or another, they should be responsible for its sustainability if the implementing organization facilitates, the Conditions in terms of building the capacity of the Community. The respondents Claimed that even if the project did not Continue in such organized manner, beneficiaries would be able to use the skills and other capabilities they had gained from the project to initiate their own development either as an individual or on a group basis in the community.

The above findings reveal some contradiction between the project beneficiaries and the implementing organization. For instance, the majority of respondents of the questionnaires survey, as well as the focus group informants, agree that the projects will be sustainable in the future. However, the KHC SWZ, the organization responsible for the coordination and

implementation of the projects, has hesitated about the beneficiary's capacity to sustain the projects. When the KHC, SWZ has identified the gap in terms of the capacity of the beneficiaries, the organization should focus on empowering the beneficiaries in order to prepare them properly to take future responsibility. The beneficiaries should be encouraged to participate in decision that will affect their lives.

#### **4.7.1 Capacity**

Capacity building refers to the strengthening of skill and knowledge of beneficiaries. This can be achieved participation in the planning and implementation and managing tasks of the project and actively monitoring various sections of the project (Word Bank, 2012). Capacity building is a long term process. Problem occurs when development actors speed up the process by focusing on projects rather than long term strategies. When NGOs and other development actors neglect popular participation and do most of the work themselves, either for their own satisfaction or to speed up the process, the capacity of the Community will not be built. In such cases, there is little chance that projects will be sustainable in the future.

NGOs and any development, actors fail to allow the participation of beneficiaries in the process of development. Regarding this, quantitative data was collected in order to assess of capacity building. The finding reveals that 91% of beneficiaries responded that the projects had increased their capacity, while the remaining 9% the sample revealed that the project did not increase their capacity. In terms of building the capacity of beneficiaries, all focus group discussion informants agreed that, in one way or another projects increased their capacity in terms of enabling them to create their own business. For Zigiti project groups their capacity was increased as a result of the wages that they received by working in the project site as a day laborer because they were then able to use the money to cover for their basic needs additional source of wealth. Similarly, they agreed that the provision of agricultural in put increases their capacity and as a result they were able to produce and provide for their households.

With regard to the community development projects, the quantitative result reveals that just 75% of the sample responded that the community has the capacity to initiate community development, while 25% indicated that the community lacks the capacity to initiate community development projects. Similar, all informants of the focus group agreed that community projects independently. However, they claimed that the community should be more empowered in order

to plan and implement their own development projects independently, without the intervention of development agencies or government bodies.

## 4.8 Project Ownership

According to Medley (1986) participation is advocated not only because it facilitates social service delivery by minimizing costs and strengthening implementation, but also it outshines a sense of belonging and leads to the integration and cohesion of the community. Thus the extent to the beneficiaries involvement can influence the sense of ownership in the community. According to the quantitative survey findings, 45% of the sample indicated that project ownership belongs to KHC, SWZ. While 48% of the sample indicated that the project ownership belongs to the community but the remaining 7% of the sample indicated that the ownership of the project belongs to the government.

*Table 4.5 Frequency and percentage distribution of the respondents about project ownership*

Category	Frequency	Percent
KHC SWZ	45	45
The community	48	48
The government	7	7
Total	100	100

*Source: Filed work (January 2017)*

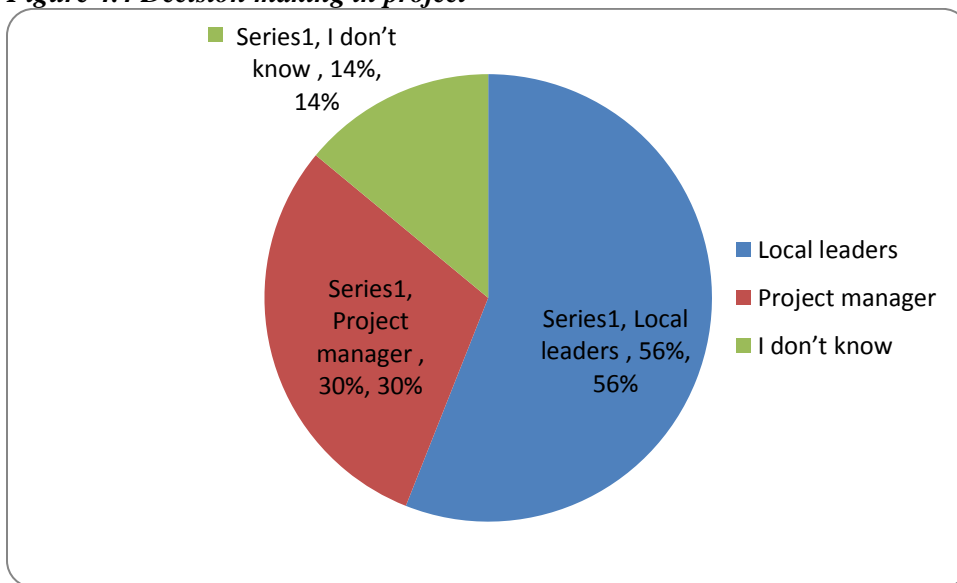
With regard to project ownership the information obtained from all focus group indicates similar findings. Some of the informants argued strongly that the ownership of the project belongs to KHC, SWZ. This groups viewed ownership in terms of supporting the project financially. On the other hand, others argued that the community owns the project because it is the community that would have to take responsibility in the future. In this sense the group perceives ownership in terms of belonging. These findings imply that there is some confusion among the beneficiaries in terms understanding where the projects belong to KHC SWZ or the Community. Such confession would not occur if the beneficiaries were involved from the beginning even after they were not clearly informed about the project ownership.

## 4.9 Decision Making in Projects

### 4.9.1 Level of Decision- making at the Community Level

According to Oakley (2001), decision making is a transfer of power, which leads to a more equitable sharing, as well as control of the decision making and planning process, both individually and collectively, by people at grass root level. During the field, survey, an attempt was made to collect quantitative data to assess the level of decision making at the community level. Based on this, the beneficiaries were asked to indicate who makes most of the decisions in the communicate of the sample, 56% indicated that the local leadeed makes most of the decisions, A total of 30% of the respondents said that it is the project manager who makes the decisions, while the remaining 14% responded that they did not know who made decisions.

**Figure 4.4 Decision making in project**



*Source: Filed work (January 2017)*

On the other hand, qualitative field data provided more insight in to understanding more about these perceptions of the beneficiaries. All focus group informants agreed that the local leaders make major decisions. However, some of the informants noted that they were involved in some of the occasional decision making. In terms of project related decisions, the project teach consulted with beneficiaries, but they revealed that only a select group in the community makes most of the decisions. In the other way, the KHCSWZS training team indicated its dissatisfaction with regard to project level decision making. They argued that in some case the KHCSWZ still

uses a top down approach in designing projects. The beneficiaries argued that there are times, that without the knowledge of the community, certain projects are designed on their, behalf and is only presented to the community after it is approved. Refers to two types of participation, namely authentic and pseudo participation, Authentic participation involves the community decision making, in setting goals, formulating polices, planning and implementing. Pseudo participation however, limits the community involvement or requires the beneficiaries to only be involve in the approval of decisions that has already been taken by external bodies. In this case Tefera in Midgley (2004). Observed that the involvement of beneficiaries in the implementation stages could hardly be considered to be community participation unless there is at least some degree of sharing of decisions the community level are still being made by community elites as opposed to the ordinary dis advantaged groups.

#### **4.9 KHCSWZDP and Poverty Alleviation**

Poverty is conceived as a lack of basic security, the absence of one or more factors that enable individuals and families to assume basic responsibilities and the inability to enjoy fundamental rights (World Bank, 2010). Sentara (2003) notes that poverty is the lack of having something to eat, to wear, lack of medical care, insurance and shelter. In terms of poverty reduction, NGOs are playing an important role. According to Swart and ventore (2001) development related NGOs and civil society associations and churches share similar characteristics in terms of moral, political and social commitment towards alleviating

*Table 4.6 Role played by KHCSWZ project in poverty alleviation*

category	frequency	percent
improved agricultural inputs	15	50
attitudinal change	5	16.2
facilitated credit /seving schem	8	27.3
did not play significant role	2	6.5
total	30	100

*Source: Filed work (January 2017)*

Considering the role played in terms of poverty alleviation, the quantitative survey findings elicited from the stakeholders (government and NGOs) is illustrated in table 4.7 of the sample, the majority at 50% indicated that KHCSWZ has played a significant role in improving agricultural productivity through the provision of agricultural inputs, whereas 27.3% responded that KHCSWZ has played an important role through its involvement and facilitation of credit and

saving schemes in the project areas. A total of 16.2% indicated that by bringing attitudinal change in terms of work ethics, a role was played towards the reduction of poverty. Only 6.5 indicated that KHCSWZ development projects did not play any significant role in reducing poverty among the beneficiaries.

Don the other hand, qualitative data, which was obtained from all focus groups, indicates that they are satisfied with KHCSWZ development projects and services.

According to the informants, the different projected helped them to create their own jobs, improve their living standard, generate income, produce enough food for their families, developed their skills and liberate from deprivation. According to the findings from different sources such as government, NGOs and the beneficiaries, it appears that the role played by EKHC development projects in terms of poverty reduction has been fairly significant. As mentioned above, beneficiaries were satisfied by being able to feed their families, create their own, employment organize themselves and forming cooperative linkages and be called self-sufficient. Moreover, most of the beneficiaries, acknowledged that they could not have achieved this without support of the KHCSWZ development projects.

#### **4.10 Partnership and Networking**

A partnership refers to shared responsibility, authority and accountability with the stakeholders. By working in a partnership, all development, actors such as the community, government non-government organizations and donors bridge their financial and human resources and work together to achieve a shared goal. A partnership can increase local commitment to get involved in sharing responsibility and increase decision making opportunities. Moreover, a partnership can make use of community knowledge and resources and can provide improved delivery of services to community.

On the other hand networking facilitates the flow of information among the stakeholders such as government, NGOs and the community. In this regard, Baas (2005) refers to networking as the building up of collaborative action among locally formed groups and their interactions with formally existing public institutions at the local and higher institutional levels. According to the world bank (2014) the role of the intermediary organizations such as NGOs, facilitate communication between project beneficiaries and government, helping to identify and voice

community needs; supporting participation and group formation, training and building the capacity of community groups, as well as channeling resources to the community level. The process of networking and communication at the community level creates interactive learning processes, which enhances the cooperation and problem solving capacities of the poor people.

Concerning the KHCSWZ's links with communities and other organization the quantitative field survey findings reveals that 78% of the stakeholders (government and non-governmental organizations) responded that KHCSWZ has a good link with the community and other a poor link with the community and other stokeholds. In the same way, the information obtained from different sources (in depth interviews and focus group discussion) indicated that KHCSWZ has a good relationship and networks with the community as well as other stakeholders. However, there is a need to strengthen the existiders. However, there is a need to strengthen the existing bonds with the ordinary people at lower level.

#### Sources of funds and its administration

The KHCSWZDP works with the in a partnership with international and national humanitarian and Christian organizations. These includes

- Help a child Netherland
- Mean for kids foundation, Canada
- Samaritan purse, USA
- Serving the mission (SIM), Ethiopia
- World vision- Ethiopia

These organizations support various development activities of the kale Heywot church south west zone development projects. According to the KHCSWZDP directors, Ato Belay Bekele, 73% the projects funds are sourced by the external donors partner while the local communities contributes only 27%. To summarize this chapter, research finding presented in chapter four reveals that the KHCSWZs community development projects have played significant roles in Gamo Goffa Zone of SNNPRG. Particularly in the case study area, which are the focus of the research? Based on this, the researcher has used the KHCSWZ development activities to assess the level of community participation in project needs assessment, planning, implementation and decision making process in relation to ascertain project in the selected case study areas. The

quantitative and qualitative data gathered from this purpose was the result of various field work phases with in the period of two months between January and February 2017. As the findings indicate, the majority of beneficiaries shows that the project activities have helped them to escape from the sphere of influence of poverty and to improve their living standard and also to develop a good relationship with in the community and to become self-reliant. Similarly, other stakeholders have also revealed that the KHCSWZ has good linkages with the community and other stakeholders. However in some projects there was a lack of the real participation of beneficiaries, which may increase the doubt of the future sustainability of projects in the study areas. Based on these findings the next chapter will draw general conclusions and recommendations.

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

#### 5.1 Summary of major Findings

The Ethiopian Kale Heywot church, south West zone development program has played a crucial role in terms of socio-economic development of the communities in which they operate, through the implementation of different projects and programmes. In terms of social development, the church has undertaken a number of community development activities such as health, education and capacity building projects. Concerning economic development, skill development in entrepreneurship, credit and saving activities, agricultural input supply and other types of income generating project in the three project localities (Argbaminch town administration “*Chencha wereda*” and Argbaminch Zuria Wereda, where the field survey was conducted. Finding indicates that the beneficiaries are generally satisfied about the support provided by KHC SWZ projects. Empirical research results clearly show that as the result of this support, the capacity of communities were built in terms of initiating, implementing and managing community based development activities. Moreover, this support has also helped the community to launch their own small business activities, which enabled them to raise their living standards through feed their families and thereby reduce malnutrition and disease, create jobs, build house and educate their children by being a financial position to send their children to school. It is therefore clearly apparent that the KHC SWZ development programme, as a non-governmental organization, has contributed to the empowerment of the community.

With regard to community participation, empirical research findings identified that there was participation in project planning and implementation. For instance, members of the community participated in the supply of free labour, the provision of locally available materials and representation in different committees. However, the result of this empirical research show that community participation in decision making process was lacking. Roodt (2001) recalls that genuine participation in development entails people having the power to influence the decisions that affects their lives. Accordingly, without genuine participation, a sense of ownership of projects by the community will not be ensured and the sustainability of such projects cannot be achieved. On the other hand, the researcher observed that h beneficiaries were more existed

about the immediate benefits they received from the projects, than long-term development effects. This finding is substantiated by the information obtained from all focus group discussions and in-depth interviews where beneficiaries reflected that their interest in solving their immediate problem solving; specially meeting the deficiencies of beneficiaries by providing social services and facilitating some optional income is generating activities. As opposed to the new alternate paradigm of development i.e. humanistic or people centered approach, most of the KHC SWZ development projects are oriented towards meeting deficiencies. The approaches encourage the involvement of all development actors during all stages of the development process. Furthermore, this approach seeks to involve ordinary people at grass root level in views of the local community being given the opportunity to participate, have the capacity to plan, implement and manage their own development. This approach enables the community to build their own capacity, self-reliance and ensure sustainable development.

However, the kale Heywot church south West zone development program assumes that it practices a people centered participatory development approach as a preferred alternative approach for effective development intervention with the belief that citizens can be trusted to shape their own future. The result of this empirical field research did not fully reflect the practice of such a people centered development approach, although certain elements of it were utilized. This is evidenced by the techniques, approaches and methodologies that were being practiced where community development projects had been under way for a long period of time. This approach which favors the top-down approach and in such cases and as a result of these methodologies, the respective communities at this point are not taking control of the implementation of their own projects or not in a position to assume responsibility and ownership of the projects.

In this connection, the existing conditions in the Gewada and Maze doysa case study areas could be cited as a classical example. In Gewada child development project failed because of the lack of community participation in decision making processes form very beginning stages of project identification. In Maze doysa, Eq1uine welfer for improved livelihood project also failed for the same reason. On the other hand, in the areas were new projects are initiated, there is a vast improvement in the practice of the participatory development approach. For instance, in terms of Zigiti and chenchu projects, there was a far more involvement of beneficiaries in the execution of

the projects, particularly in the implementation stage and to some degree during the decision making stages where far more participation was observed. It is clear that in terms of holistic development, there is a need to shift from merely meeting deficiencies and trying to focus on the current problem towards more systematic participatory designed approach. Such a shift is necessary in order to steer the direction of the KHC, SWZ development program towards bringing sustainable change in the community as well as in the lives of the beneficiaries. Such a shift must encourage the participation of the community in decision making process, build the capacity of the community and ensure the sense of ownership as this will lead to increase sustainability of projects and programmes. In term so of community ownership, there should be a clear understanding between the project beneficiaries and the organization responsible for coordinating and managing projects.

This research identified that there was some misunderstanding of project ownership between the beneficiaries and KHC SWZDP. This was supported by the empirical field data where about almost half of the beneficiaries respondents believed that the project did not belongs to them. Under such circumstances, where the community is in doubt of the ownership, it is very hard to ensure sustainability and self-reliance with regard to project sustainability, the field data revealed that the community would take responsibility when KHC SWZDP financial support terminates. However, in reality there was not much evidence, which supported this finding. At this point, most of the projects a still dependent on outside support and local capacity is not yet strengthen sufficiently. In order for the projects to be sustainable, they should rely more heavily on local, resources, local capabilities as well as established administrative structures and grass root institutions, until such preconditions are in place, it will be difficult to ensure project sustainability. As a non-governmental organization, the role of KHC SWZDP in terms of poverty reduction in the case study area generally revealed that it contributed towards reducing the pressure of poverty of the beneficiaries. As mentioned by Santama (2013), poverty refers to not having sufficient to eat, lack of shelter or adequate clothing, as well as a lack of medical care. Within this context, and according to the findings of this research, it appears that poverty has been reduced as beneficiaries noted that they were now in a position to feed their families and were provided with new opportunities to support themselves as a result of the KHCSWZDP project interventions.

In rural settings, such as zigiti, Arbaminch zuria a the improvement of agricultural productivity helped the beneficiaries to lower the level of poverty, while in urban setting such as Arbaminch town and chench, the beneficiaries bore witness that the credit and saving scheme service and the skill development training reduced their level of poverty in considerably manner.

## 5.2 Conclusion

As it is presented in theoretical background until the end of the first half of 1970s development was focused on accumulating capital and expansion of industries and solving problems through expert based techniques and a top down policy. This orientation considered the target community as simply receivers of development services. The deep dissatisfaction of this traditional paradigm and approach in the mid-1970s led to an examination of the purpose of development and a fundamental shift away from traditional development through towards a systematic search for an alternative approach. The alternative approach is more humanistic in nature and places the community in the center of development effort. It encourages participatory development and involves communities in decision making and execution of development plans and projects with the intention of empowering people to bring about positive changes in their lives.

The rationale behind this approach is to generate personal growth through collective action, to challenge poverty, and discrimination; and is concerned with realization of human potential, through a holistic development approach. Unlike traditional development paradigms, which only required the government to solve most of the community's problems, the people centered approach calls for cooperation and partnership of all development actors such as government, NGOs, community based organizations and the community to work in partnership to transform the community. In this process the development actors simply play the role of facilitation while the communities are required to plan and implement their own projects.

The aim of community participation is the empowerment of people and capacity building and allows beneficiaries of projects to decide the best alternative among many to solve their own needs. Thus, community participation in development initiatives empowers them and leads to self-transformation and self-reliance, thereby ensuring sustainability of programs and projects. In the effort of community development, NGOs in general and the Kale Heywot church south west zone development program in particular in the context of this research, have played an important role. Based on this, this chapter presents the summary of findings and recommendations in terms of the role of the KHCSWZ's development program in the context of community development endeavor.

### 5.3 Recommendations

Based on the research findings and observation made by the researcher the following recommendations are given:-

- In terms of organizational aspects, there was a networking and communication gap was observed between non-KHC communities and particularly with regard to their links with grassroots organizations therefore, it is recommended that KHC SWZ should strengthen its link with other non-KHC communities interm of development initiatives.
- Regarding with the KHC SWZ staff commitment, development staff was less motivated and uncertain about the future sustainability of certain of the project. This could possibly imply dissatisfaction in terms of management of the projects. Such a situation would lead to a less successful development effort. Therefore, it is recommended that he representative of SWZ management should be alert to investigate the situation and they should be committed to remove obstacles that hinder successful community development projects.
- Concerning partnership, the finding reveals that KHC SWZ development department has good link with partners. However, there is a problem with having a well-established institutional policy framework that illustrates procedures of collaboration with respective stakeholders. Thus, it is recommended that the KHC SWZDP should urgently set a clear development policy guideline that enables them to collaborate and network. With all stakeholders. Unless, it is difficult to be successful with its community development program and above all, this will result in reducing poverty.

Interms of participation, sustainability and decision making as it is illustrated through the research, the extent and level of community participation in the development project in different stage such as needs assessment, planning, implementation and decision making on the other hand the level of community participation different from project to project. In some projects there was little participation and in other projects more participation. This reflects the lack of a well-established community development policy at KHC SWZDP level. Therefore, the KHCSWZ should have clear guide lines in terms of the principles and practice of community development, which can be applied in all its projects. However, the results of this research also demonstrated that certain decision was being made by the local elites in the project areas. Therefore, the KHC-SWZDP as organization should have a clear policy direction, which enforces the participation of

the ordinary people in community development projects and in decision making so that they have the power to influence the direction of development and ensure ownership of projects.

In terms of projects sustainability, there is some awareness from the beneficiary's side in terms of taking responsibility of projects in the future. However, institutional capacity and administrative structures at grass root level is still weak.

For instance and as noted above, the KHC SWZDP has a strong link with its local congregations, but the link between non-KHC community based organizations is weak therefore, it is recommended that the KHC SWZDP should consider strengthening the grass root institutions in the project area before handing over the projects to the beneficiaries.

The results revealed that there was more participation of women in development activities at the grass root level. However, still there was less participation of women at the KHC SWZ government and NGOs sectors. It should be noted that participation of women only at the grass root level is not sufficient significant participation of women in the NGO and government sectors is also decisive for successful development intervention. Therefore, it is recommended that the KHC SWZ as well as other development actors should consider giving room for meaningful women participation in its development program.

In terms of resource mobilization, the study reveals that nearly 75% of the development project funds come from external donors, while the remaining insignificant amount according to the Ato Belay Bekele, department head of development program in KHC SWZ, there is a huge potential for the church. However, there is no evidence to date that attempts have been made to raise project funds locally. Thus it is recommended that the KHC SWZ should utilize its huge potential to mobilize and to raise project funds locally.

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**APPENDIXES**  
**ADDIS ABABA UNIVERSITY**

**COLLEGE OF DEVELOPMENT STUDIES**

**DEPARTMENT OF REGIONAL AND LOCAL DEVELOPMENT STUDIES**

**Appendix I Questionnaire for Beneficiaries**

**Dear respondents**

The main objective of this questionnaire is to collect data regarding community participation and practice in development projects in Gamo Goffa zone; the case of kale Heywot church, south west zone for partial fulfillment of MA Degree in regional and local development studies.

Dear respondents the information your provide m is believed to have great value for successful accomplishment of this study. Thus, you are kindly requested to give me answer freely and openly and your information will be kept confidentially and be used only for academic purpose.

Thank you very much for your collaboration

N.B: Writing name is not allowed please put tick mark (✓) for the answer you choose in provided box.

1. Gender

1. Male                       2. Female

2. Age

1. Below 25       2. 25 – 35       3. 36 – 45       4. More than 45

3. Educational qualification

1. Below grade 8       2. Grade 8 -12       3. 10/12 + ½
4. Diploma       5. Degree       6. MA and above

4. Jo condition

1. Farmer       2. Merchant       3. Gov't employee
4. NGO employee       5. KHC SWZ       6. Self employed

5. Have you engaged in the project?

1. Yes  2. No

6. Did you participated in the project need assessment?

1. Yes  2. No

7. Have you participated in project planning?

1. Yes  2. No

8. If yes, at what level?

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9. If no, why?

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10. What do you understand participation?

1. Engaging meetings  2.  Participating in group work   
3. engaging in decision making, sharing benefits and risk with others

11. Do you have any contribution for this project?

1. Yes  2. No

12. How do you evaluate the benefit for you?

1. Much impact  2. Little impact  3. No impact

13. Do you think the project has benefit for the community?

1. Yes  2. No

14. If yes how

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15. What is the social impact of this project

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16. Do you think that this project will be sustain?

1. Yes                       2. No

17. What should be done to maintain this project?

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18. Does the project intervention enhanced your capacity

1. Yes                       2. No

19. If yes, how?

1. \_\_\_\_\_  
2. \_\_\_\_\_  
3. \_\_\_\_\_

20. Do you think who is the owner of this project?

1. KHC SWZ                       2. The community                       3. Government

21. Does the community paly roles in the project activities?

1. Yes                       2. No

22. If yes, what type of roles?

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23. What does community to you?

1. A group of people                       2. Village residents   
3. Family                       4. People who live in one areas with shared interest.

24. What does community development mean to you?

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25. Who makes decisions in your community?

1. Chairman       2. Project manager       3. I do not know

26. Where finance sourced from?

1. from the community       2. From the Gov't   
3. from KHC SWZ       4. I do not know

27. Do you think that the community have capacity to the new development work?

1. Yes       2. No

**Appendix II Survey questionnaires for the KHC SWZ officials**

1. Gender

1. Male       2. Females

2. Age

1. 25 – 35       2. 36 – 45       3. More than 45

3. Educational qualification

1. 10/12 + 1/2/3       2. Diploma       3. Degree   
4. MA and above

4. Responsibility position

1. Experts       2. Section head       3. Department head   
4. programme Manager       5. Director

5. Do you think KHC SWZ has been implementing development programs?

1. Yes       2. No

6. Is the KHC SWZ structure suitable for community development?

1. Yes       2. No

7. If your answer yes for the above question, how?

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8. If no, why

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9. Did the community participate in the development activities?

1. Yes                       2. No

10. If yes, how did they participate

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11. Do you think that the development programmes will be sustainable?

1. Yes     2. No

12. If yes, how?

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13. If no, reason out

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14. What mechanism did you utilize to empower the community in your Development interventions?

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15. What lessons did you learn from community development activities? Mention some of it

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16. Based on the above, what should continue?

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17. What needs to be change?

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18. What was your main objectives when you conduct such development activities?

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19. What are the achievements in the intervention areas far? Mention it. \_\_\_\_\_

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20. What are your major sources of funds?

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### Appendix III

#### Questionnaire for the Go and NGO officials

1. Gender

1. Male                       2. Female

2. Age

1. 25 – 35                       2. 36 – 45                       3. More than 45

3. Educational qualification

1. 10/12 + 1/2/3                       2. Diploma                       3. Degree

4. Responsibility

1. Expert                       2. Department head                       3. programm manager

4. MA and above

5. Do you think that the development work will be sustainable

1. Yes                       2. No

6. If yes, give three reasons

1. \_\_\_\_\_  
2. \_\_\_\_\_  
3. \_\_\_\_\_

7. If no, give three reasons

1. \_\_\_\_\_  
2. \_\_\_\_\_  
3. \_\_\_\_\_

8. What are the means did that you utilize to empower he community in your development intervention?

\_\_\_\_\_

9. Did the community participate in your development activities.

1. Yes                       2. No

10. How did they participate?

\_\_\_\_\_

11. What lessons did you learn from community development work so far? Give three reasons

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

12. Based on the above question, what needs to be changed?

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13. What should continue?

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14. What were your main objectives to carry out such development activities in this area?

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15. What are the achieved results in the intervention areas far?

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16. Is the KHC SWZ structure suitable for community development

1. yes
2. No

17. If yes, how? Please give reasons

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18. If no, why? Give reasons

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19. What are the major sources of funds

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Thank you very much for participating in this research?