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ADDIS ABABA UNIVERSITY
DEPARTMENT OF PUBLIC ADMINISTRATION
DEVELOPMENT MANAGEMENT

ASSESSMENT OF COVID-19 ON NGO OPERATIONS:
THE CASE OF HAMLIN FISTULA ETHIOPIA

BY

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ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
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APPROVED BY BOARD OF EXAMINERS

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Statement of Declaration

This is to confirm that the thesis entitled ‘Assessment of COVID-19 on NGO Operations -the case of Hamlin Fistula Ethiopia’, submitted for the partial fulfilment of the requirements for the degree of master in public administration and policy analysis at Addis Ababa University /college of business and economics is my original work.

June,2020

Sara Worku

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LIST OF ABBREVIATIONS

CEO	Chief Executive officer
COVID – 19	Corona Virus Disease – 19
HFE	Hamlin fistula Ethiopia
HR	Human Resource
IOF	Institute of fund rising
NGOs	Non-Governmental organizations
UK	United Kingdom
UNIDO	United Nation Industrial development

Abstract

The Corona Virus Pandemic-COVID-19 has remained a major threat to mankind around the globe costing over four millions of lives. Apart from the cost of life it affected, its effect on regional and global development is also immense and is leading to socio-economic crises. It follows that taking one of the humanitarian organization, one with ample exposure and expertise in the sector, a study that can adequately respond to various queries emanating in non-governmental organization has been needed. As such the study is believed to showcase the underlying challenges observed in the area following the COVID-19 Pandemic. It follows that with the intent of examining the effect brought about following the pandemic, this study was conducted taking four years' data extending from April 2017 to April 2021. Employing a mixed research design, the study made use of an in-depth interview from target participants and secondary data attesting its performance trend 3 years before the onset of COVID-19. The set of questions were meant to assess the effect of COVID-19 on the finance and funding of HFE (an NGO); the effect on its overall performance that includes the challenges brought about on employees financial and non-financial rewards; and possible interventions taken by the organization were considered. The study found out that the pandemic has severely affected donation in response to which the organization had made a cost cut approach that has directly affected running cost and capital budget. Comparatively, prevention activities were the most affected. The organization hibernated (suspended) its activities in outreach centers, and changed at least one of its strategic plans as was seen with interruption of 18 months' campaign of identifying as many obstetric fistula patients as possible from the rural regions and doing repair surgeries for them. New staff recruitment was frozen and benefits of all employees were stopped. COVID-19 prevention protocol, preventive kits (masks, sanitizer, more washing facilities) for the staff, cost saving measures, screening procedures and setting up a treatment facility for moderately sick employees were among the measures taken to minimize the effect of the pandemic on the staff. A more comprehensive study with variables tailored to collect the effect of the pandemic from the employees' perspective, involvement of more people in the interview from other sections, and an ongoing assessment of the effect of the pandemic on the organization are recommended to help fully understand the effect.

Key terms: Corona Virus Disease -19 (COVID-19), Economic Effect, Hamlin Fistula Ethiopia (HFE), outreach centers, strategic plan.

CHAPTER ONE

1.1. Background of the Study:

Infectious diseases are one of the major causes of death responsible for the quarter to one-third of the mortality worldwide. Despite major developments in the pharmaceutical industry, the spread of infectious diseases is rising due to globalization, increased travel and trade, urbanization, populated cities, changes in human behaviour, reviving pathogens and improper use of antibiotics. The recent virus outbreak of Covid-19 shows that infectious diseases spread easily due to open economies and easily threaten nations' economic stability (**Front. Public Health, 12 March 2021**).

Ever since its emergence in Wuhan(Xu et al., 2020), China in December 2019, Corona Virus Disease-19 (COVID-19) has impacted billions of lives around the world(Sarita Sharma et al., 2020). Globally more than 90 million people were infected and more than 1.6 million died from it by the time the proposal of this research was first drafted. Africa, relatively less affected, had 2.5 million cases and 60,000 deaths and counting(Tolasa, 2020) at the time of writing of this proposal. The figure in Ethiopia is more than 120,000 cases and nearly 2000 deaths.

Governments, individuals, businesses, and civil society organizations are battling to save lives, support families, keep businesses open and organizations running during covid-19 pandemic (KC et al., 2020).

Apart from its most painful and obvious impact on people's lives, the economic impact of COVID-19 has been enormous regardless of income level. The most recent data from United Nations Industrial Development Organization (UNIDO) seasonally adjusted Index of Industrial Production indicates both lower and upper middle income countries have been significantly affected by the pandemic (Paternina-Caicedo et al., 2020).

The spread of the disease in terms of case numbers and deaths is quite asymmetric across countries. Sub-Saharan Africa (SSA), for example, one of the poorest regions in the world, does not seem to be severely affected by COVID-19 (Kidd et al., 2020).

During these unprecedented times, the role of Non-Governmental Organizations (NGOs) has become paramount in combating the coronavirus and its impact on society's most vulnerable populations, especially in countries and regions where government services are struggling (Misbah et al., 2020).

NGOs have been reflecting on how their organizations are coping with the impact of Covid-19 (Anggraini, 2020), its implication on their economy including funding and their support and aid efforts. According to a recent survey of 550 charities by the Institute of Fundraising (IOF) in United Kingdom (UK)-meant to find out how COVID-19 is affecting international NGOs. During Covid -19 the NGOs finances and operations was found out that income is dropping, NGOs are scaling back operations, staff are being laid off,the very survival of some of the NGOs is at stake due to lack of funding, operational challenges: travel, keeping staff and volunteers safe was difficult (Ouassou et al., 2020).

Hamlin Fistula Ethiopia (HFE), a registered charitable organization in Ethiopia dedicated to the treatment and prevention of childbirth injuries called obstetric fistulas, seemed to be faced with similar set of challenges. The organization directs the work of the Addis Ababa Fistula Hospital, its five regional hospitals, the Hamlin College of Midwives, and Desta Mender, a farm and training center for long term patients. The organization employs gardeners, drivers, cooks, cleaners, seamstresses, teachers, and guards as well as administration and office personnel and medical staff. There are over 600 staff across the various sites and HFE provides stable employment for many locals (Ethiopians) while also providing much-needed health services for women and girls in Ethiopia.

In view of the fact that NGOs around the world have been significantly affected by the COVID-19 pandemic, this research was aimed to try to find out this effect on HFE. These effects were presumably financial, effects on the operation of the organization, effects on the staff, and challenges associated with travel, and keeping staff safe from the infection and any other effects that were peculiar to the organization(Nnawulezi & HacsKaylo, 2021). The study did also try to assess, in as much as possible, the way the organization tried to cope with the challenges in order to be able to continue being functional.

This is important in pointing out the finding to the organization: the loss in revenue, the effect of this loss in revenue on employees and the curative & preventive functions of the organization,

and thereby help the organization and similar other institutes with mitigation plans to cope up with such unexpected developments for the future.

1.2. Statement of the problem:

The COVID-19 pandemic has significantly affected human lives as well as economic impacts in any country and in every organization (Cavallo & Forman, 2020). The extent of the overall and specific impacts on governmental organizations and NGOs, while still being investigated and studied around the world, are emerging but not well known yet. The effects, which were seen in small to large organizations, as per different studies coming out (bond.org.uk/2020/, H Driss 2020) include dropping of income, scaling back operations, cutting back staff, and funding challenges affecting the very survival of the organization. One or more of these happened, and to variable extent in different organizations. Each organization has a unique set of challenges depending on whether it's local or international, on its source of funding, and its resource mobilization and other coping mechanisms (ref).

Humentum, a global membership association and a company working to support the development sector's operational capability, conducts weekly spot polls with NGOs to find out how their work has been affected. The surveys identified some of the challenges that the COVID-19 poses, with a significant impact on running programs and coordinating staff, financial systems and planning, security, and communication (Akman et al., 2020; Weerth, 2020b).

Liow et al., (2020) assert that the business continuity plans of many NGOs, detailing how to keep operating in the face of unprecedented disruption, are inadequate or non-existent, according to the latest findings of a poll about the impact of the COVID-19 pandemic on the development sector.

HFE is an organization helping women with obstetric fistula and is as such a unique organization not only for the services it provided but also for the source of its funding: mainly overseas. As the pandemic is new and unprecedented, the information that we get pertaining to its effects would be one of the first blocks in the information gap. The particular effects on the way the organization sustains itself, its operations and functions during this once in many generations pandemic was the reason for the study. HFE as a local humanitarian organization with main source of income from overseas donations and funding, has a unique set of challenges

related to the pandemic and as such it was thought important and timely to examine the effect the pandemic has brought about in the operation and function of HFE. The extent to which donors, virtually all of them are from abroad, have suspended or were unable to send in their donations and this has directly affected the performance of the organization which focuses on the lives of its beneficiaries, fistula patients. In this regard the particular study tried to find out how bad the financial effect of the pandemic was, tried to find out how the economic and funding issues affected the performances/ smooth operation of the organization, and how it was linked with the organization's operation and functionality, its handling of its employees in terms of paying their salary and benefits, continued employment/ layoffs, its continued operation of rehabilitation and outreach activities in line with the study carried out by Weerth, (2020a). It also aimed to find out if available, any course of action or document, which the organization had put together to cope with and reduce these challenges.

The findings would be good background information on what the effect of the COVID-19 pandemic was with all its linked effects (Duncan, 2020) on HFE and would be a good starting point should the organization choose to further study the effect. It would also help the organization as well as other similar organizations, by providing an organized systematic information, to anticipate, to prepare, and to mitigate to curb the effect in the event of similar situations thereby ensuring business continuity.

To this end, the research tried to find out the effect of the disease related to finances, mainly on donor funding, effect on the operations and functions of the organization including effect on day to day activities, that on staff employment/ layoffs, the effect on staff salary and benefits, and that on travel to outreach sites and running the rehabilitation center, and keeping the staff safe. The investigator also tried to locate any attempts by the organization to try to cope with the impacts of the pandemic: consensus statements, official directives from the management committee or any other authorities, human resource documents, etc.

COVID-19 is new and unprecedented and this study will be one of the first blocks to bridge the knowledge gap on the extent of its effect on operations of organizations, particularly humanitarian ones found locally and which rely heavily on donations and charities. Knowledge of the mechanisms the organization devised to cope with the challenges is another gap to be filled. These and other findings detailed in the research will be original contributions to the

body of knowledge on effects of the pandemic in a local humanitarian organization in a developing country setup.

1.3. Objectives of the Study

1.3.1. General Objective:

The general objective of this study was to assess effects of the COVID-19 pandemic on the financial income, functionality, staff employment, and outreach activities of HFE

1.3.2. Specific Objectives

The following were the specific objectives of the study. This study specifically was intended;

- 1) To find out the funding and other in-kind support losses for the Hamlin fistula Ethiopia organization during the coronavirus pandemic.
- 2) To examine the effect of the coronavirus pandemic on the operations and functionality of Hamlin fistula Ethiopia organization.
- 3) To assess how the pandemic affected human resource (HR) management of employees.
- 4) To examine the efforts directed by the organization in making interventions required and gauge their effectiveness.

1.4. Research Question

- To what extent did the funding and other in-kind support losses during the coronavirus pandemic affect the performance of Hamlin fistula Ethiopia?
- What were the effects of the coronavirus pandemic on the operations and functionality of Hamlin fistula Ethiopia?
- In what way did the pandemic affect the way HR managed employees?
- What were the efforts directed by the organization in making interventions required, how effective were those intervention mechanisms?

1.5. Scope of the Study:

This study aimed to find out the financial effect of the COVID-19 pandemic on HFE in terms of funding and in kind donations and its associated effects on the organization's operation, effect

on the staff employment, salary and benefit, and outreach activities in the time period between April 2020 to March 2021 in HFE with a research conducted in HFE head office, which is the main office coordinating and leading all HFE activities in the main office as well as the regions. Analysing the organization's structure associated impacts, and psychological effects of the pandemic on the employees are beyond the scope of this study as they more complicated and time intensive. April 2020 was chosen as the initial time because this is the month immediately after COVID-19 was first reported in Addis Ababa (and Ethiopia in general) which is where the organization is and March was chosen because that would make a full year study. The study was a qualitative and quantitative analysis of the response collected through in-depth interviews of designated officials. In the quantitative response, where necessary, comparison was made to similar periods from previous years. A focus group discussion (FGD) was also conducted to gather employees' perspective of the effect of the pandemic and the measures the organization took.

1.6. Limitation of the Study

Getting actual figures of the budget, revenue and in-kind items was difficult and rather percentage were provided. In addition, there was a time constraint.

1.7. Significance of the Study

The financial and economic impact of the COVID-19 pandemic had been immense all over the world for individuals, governmental and non-governmental organizations. Though lots of surveys, studies, and researches have been carried out to find out these impacts and their extent, we still do not know the exact degree of this economic impact. This study was meant to find out the pandemic's economic impact and its associated effects on the operation of an NGO named HFE

This would help to bridge the information gap on the effect of the pandemic on the organization and help as background information if the organization seeks further study on the subject or other related subjects. The findings of the study would also serve as an input for the organization as well as similar other organizations in their efforts to develop a framework useful for coping with the challenges of the pandemic at present as well as the future in instances of other such unprecedented events. What is more the study would help other researchers who

intend or those who currently are undertaking studies relating to the Pandemic against the backdrop of an NGO as a reference and a springboard.

The study would also be an important input for policy makers to identify the effects of the pandemic on operations of NGOs and thereby help come up with policy solutions to help NGOs deal with that. Needless to say, the study will also add to the overall knowledge on effect of the pandemic from a unique perspective of a local humanitarian NGO in a developing country.

1.8. Operational Definition

- 1. Corona virus disease-19 (COVID-19):** a viral disease with worldwide distribution causing significant illness and death.
- 2. (Obstetric) fistula:** a medical condition in which a hole develops in the birth canal because of childbirth. This can be between the vagina and rectum, ureter, or bladder and can result in incontinence of urine or faeces.
- 3. Midwives (plural for midwife):** a midwife is a health professional who cares for mothers and new-borns around childbirth, a specialization known as midwifery.
- 4. Pandemic:** a pandemic is defined as “an epidemic occurring worldwide, or over a very wide area, crossing international boundaries and usually affecting a large number of people”.

1.9. Organization of the Paper

The report of the study is divided into five chapters:

Chapter 1: Introduction: This chapter, which is divided into sub-sections, sets an overview the topic. It also deals with the background information to the research problem, statement of the problem, objectives of the study, research questions, and significance of the study, scope of the study, operational definitions of terms and organization of the study.

Chapter 2: Review of Related Literature: This Chapter focused on reviewing related literatures. It includes a brief description of the literature review such as related theories, theoretical reviews and empirical findings, conceptual framework of the study which served as great help in the identification of the theories and ideas that were explored, such as data subsequently related to the study.

Chapter 3: Research Methodologies: The chapter is divided into sub-sections such as research design and methods (data sources, target population, sampling techniques, methods of data collection methods, reliability and validity and ethical consideration) and analysis of the study.

Chapter 4: Data Presentation, Analysis, and Discussion: It is divided into sub-sections, namely, narrative analysis, which will be examined to look for the overall findings concerning the opportunities and challenges of social capital building and their role on the path to become self-reliant.

Chapter 5: Summary, Conclusion and Recommendations: Finally, this section presents a summary of findings, major conclusions and sets recommendations on the impact of the coronavirus pandemic on the funding and costs of the NGO, and/or NGOs. It also summarizes and concludes on the operations and functionality, on employees' salary and benefits, layoffs in Hamlin fistula Ethiopia organization and the efforts that the Hamlin fistula Ethiopia organization to minimize the pandemic and to keep the staff safe.

CHAPTER TWO

2. Review of Related Literatures

2.1. Introduction

Human beings are not new to adversities of all kinds that challenge their very existence. According to a report titled *Surviving and Thriving in the 21st Century* published by the Commission for Human Future, the ten potentially catastrophic threats to human survival include: decline of natural resources (e.g. water), global warming and human-induced climate change, collapse of ecosystem and biodiversity, weapons of mass destruction, and pandemics of new and untreatable diseases to mention some. <http://www.humansforsurvival.org/>.

The Corona virus-19 (COVID 19) was declared a pandemic globally by the World Health Organization (WHO) on March 2020 and has been killing people from all corners of the world. The world is not new to such severe epidemics, as evidenced by diseases such as ‘the Spanish influenza’ of 1918 which is said to have infected about 500 million people (a third of the world’s population at the time) and killed an estimated 20 to 50 million people; the ‘Asian flu’ of 1957, the ‘Hong Kong flu’ of 1968, and more recently the N1H1 (‘bird flu’) in 2009 and Ebola in 2013 (Asian development bank BRIEFS; March 6, 2020). Of all these, the scale of COVID-19 is unprecedented in the number of people it affected and the amount of area it covered so much so that it is ranked as the worst health crisis that the world has faced in the last 75 years of the United Nations (Baldwin, 2020; One UN Assessment 2020). The impact of COVID-19 goes beyond illnesses and deaths; its impact on regional and global development is immense and is leading to socio-economic crises (One UN Assessment, 2020).

The full economic impact of COVID-19 and its socio-economic implications have not been fully understood and are unlikely to be so in the near future despite efforts by researchers and scientists. The top ten global economies that account for 60% of worldwide supply and demand, 65% of manufacturing, and 41% of export earning of the world’s economy have been severely affected (Di Mauro BW, 2020).

The pandemic has significantly widened existing inequalities among the world population, and these inequalities have disproportionately affected vulnerable segments of society especially in developing countries and those residing in developing economies (Baldwin, 2020). The

Ethiopian economy faces a \$1.3Bn (2.2%) loss at the low base scenario and if the pandemic is severe and prolonged it might lose up to \$4.09Bn (6.7%) of the national GDP. Services and manufacturing sectors were the most highly affected (Geda A 2020a; Weldesilassie, 2020).

2.2. Corona Virus Disease-19 (COVID-19)

Corona Virus Disease-19 (COVID-19) has been an unprecedented menace globally since its emergence in Wuhan, China on December 2019. Nearly 90 million people have been infected and more than 1.6 million have die of it worldwide (Baryah et al., 2020). Africa, relatively less affected, had 2.5 million cases and about 60,000 deaths and counting by the time this research begun. The official figure from Ethiopia is 120, 000 cases plus with 2000 deaths at the time.

Governments, businesses, individuals, and civil society organizations were battling to save lives, support families, keep businesses and organizations running (Sarita Sharma et al., 2020). The economic crisis of COVID-19 has been enormous regardless of income level according to data from United Nations Industrial Development Organization (UNIDO)(abou arrage & Ghadban, 2020; Adams□Prassl et al., 2020). In its most recent data from Seasonally adjusted Index of Industrial Production, both lower and upper middle income countries have been significantly affected by the pandemic(Borio, 2020; Palacio, 2020).

It's also worth noting that the spread of the pandemic in terms of case numbers and deaths is quite asymmetric across countries(Irawan, 2021). Sub Saharan Africa (SSA), for example, one of the poorest regions in the world, does not seem to have been severely affected by COVID-19 (Amu et al., 2020).

During these unprecedented times, the role of NGOs has become paramount in combating the coronavirus and its impact on the society's most vulnerable populations, especially in countries and regions where government services are struggling(Papava, 2020a). NGOs have been reporting on their experience on how they are coping with the impacts of the corona virus, its implication on the economy and their aid efforts. Accordingly, the NGOs in this survey have all agreed that the strain from the novel coronavirus has been immense(Papava, 2020a, 2020b). The pandemic has impacted all aspects of their work – from running programs, planning finances, coordinating staff to how they collaborate with partners and stakeholders situated across the globe(Acaba & Bionat, 2020).

Another recent survey of 550 charities by the Institute of Fundraising (IOF) in United Kingdom (UK)-meant to find out how COVID-19 is affecting international NGOs finances and operations (Mor, 2020) found out that income is dropping, NGOs are scaling back operations, staff are being laid off, the very survival of some of the NGOs is at stake due to lack of funding, operational challenges: travel, keeping staff and volunteers safe was difficult (Ahmad, 2020).

The business continuity plans of many NGOs, detailing how to keep operating in the face of unprecedented disruption, are inadequate or non-existent, according to the latest findings of a poll about the impact of the COVID-19 pandemic on the development sector (Fadzlina et al., 2020; Irrera, 2020). A significant number of NGOs, however, also said the challenges were paving the way for new opportunities and innovative ways of working in the sector – a chance to renew how we tackle global problems together as a community.

NGOs have been compelled to redesign or pivot their projects to respond to the rapidly changing landscape caused by COVID-19. Assessments on the challenges faced by communities in light of the pandemic inform how organisations are adjusting objectives and implementation strategies for 2020 and possibly beyond. Fortunately, many donors are easing their protocols to allow implementing partners to redirect their funding and program activities to the COVID-19 response (Laur et al., 2020).

The case of Hamlin Fistula Ethiopia (HFE), a registered charitable organization in Ethiopia dedicated to the treatment and prevention of childbirth injuries called obstetric fistulas, is likely to be similar to the very many NGOs around the world. The organization directs the work of the Addis Ababa Fistula Hospital, its five regional hospitals, the Hamlin College of Midwives, and Desta Mender, a farm and training center for long term patients. The organization employs gardeners, drivers, cooks, cleaners, seamstresses, teachers, and guards as well as administration and office personnel and medical staff. There are over 500 staff across the various sites and HFE provides stable employment for many locals (Ethiopians) while also providing much-needed health services for women and girls in Ethiopia.

In view of the fact that NGOs around the world have been significantly affected by the COVID-19 pandemic (Hill, 2020), this research tried to find out this effect on HFE. These effects may be financial, effects on the operation of the organization, effects on the staff, and challenges associated with travel, and keeping staff safe from the infection and any other effects that are

peculiar to the organization. The study also assessed, in as much as possible, the way the organization tried to cope with the challenges in order to be able to continue being functional.

This would be important in pointing out the finding to the organization: the loss in revenue, the effect of this loss in revenue on employees and the curative & preventive functions of the organization, and thereby help the organization and similar other institutes with mitigation plans to cope up with such unexpected developments for the future.

2.3. Impact of COVID-19 in Africa

COVID-19 was declared a pandemic by the World Health Organization (WHO) on March 11, 2020. Although Africa still has a small number of deaths, the number is growing. Travel bans, night-time curfews, the prohibition of large meetings, and social distancing have all been enforced by governments in Africa and elsewhere to stop the disease's dissemination. For all facets of society, including civil society organizations (CSOs), these initiatives have immediate and drastic social and economic implications (Kodvanj et al., 2020).

CSOs have a long history in Africa of conducting critical developmental, humanitarian, and advocacy roles, often in difficult circumstances. As a result, without the intervention of CSOs, there would be no successful response to COVID-19. However, at a time when their efforts are more important than ever, they are still dealing with the pandemic's negative effect on their activities and long-term viability (Gado & Khater, 2021).

Africa has a reputation for having poor governments, bad governance, violence, injustice, and a slew of legacy issues that have perpetuated underdevelopment since colonialism. The coronavirus has once again brought these problems to the fore, revealing the frailty of numerous organizations around the world. Despite the fact that the virus arrived late in Africa, leaders across the continent took concerted action to keep residents safe by implementing global best practices and policies. While there are obvious skill and application gaps, there are a number of places where expertise has proven to be beneficial (Kaya, 2020).

Africa's attempts to achieve the 2030 Sustainable Development Targets are likely to be stymied by COVID-19 (SDGs). The pandemic is predicted to reduce budget revenue, health spending, and debt sustainability in a number of African countries. Under the worst-case situation, by

2030, reduced health investment and hunger will have killed more people than COVID-19(Nemutlu et al., 2021).

Efforts to stop COVID-19 from spreading have wreaked havoc on the global economy. In Ethiopia, Malawi, Nigeria, and Uganda, we investigated the pandemic's social impact on individuals and households. The findings are based on data from monthly phone surveys funded by the World Bank that were conducted between May and July 2020. The phone survey conducts monthly phone interviews with a national sample of households in each area who were interviewed face-to-face during the most recent round of the national longitudinal household survey, which was launched with World Bank funding by the respective national statistical office (NSO)(Satyanarayana, 2020).

Even though Africa has been largely shielded from the pandemic in terms of illness and death rates, the continent's institutions have had a distinct experience. More than a third of the actors said they were interested in the community development, schooling, children, human rights, and health sectors, among the fifteen fields of activity they serve. The pandemic's rapid effect was rapid, pervasive, and destabilizing. 98 percent of those interviewed said they had been influenced in a way. Africa has not been resistant to the pandemic, which has had numerous consequences for states, societies, and health services since March, but at a different level and with different characteristics. As seen from a continent-wide viewpoint, these effects are essentially unprecedented(Wadvalla, 2020).

The study discusses three key aspects in which the crisis impacted the company and their presence in the field: the difficulties presented by a sort of imposed paralysis on their actions; and the reaction to this unforeseen – and uncertain circumstance in a very detailed and definitive manner. The majority of respondents (84 percent) said they were unable to contend with the pandemic's disruption. Thanks to a lack of funds, almost 70% of respondents had to limit or terminate their activities, and 55% expect this to happen in the next three to six months. Many, however, see this situation as a source of potential opportunities to be considered, encouraged, and funded, as will be shown.

Due to Covid-19, field interventions came to an immediate halt, leaving people lacking access to the resources they need. The groups still expect a drop in revenue from grants and service sponsorship, which would force them to implement cost-cutting steps. They were unable to cope

with our operational environment's abrupt shifts. Almost all non-governmental organizations (NGOs) agreed that the pandemic's abrupt arrival had struck them hard and pressured them to make dramatic internal improvements. Staff movements, the rapid and often difficult implementation of remote employment, and the increase of domestic abuse that resulted were all influenced by these changes, as was the distribution of funds (two-thirds). These organizations, half of which have annual expenditures of less than \$100,000, are expecting significant, if not irreversible, financial declines.

Furthermore, 70 percent said they had to cut back or suspend activities, and 80 percent said face-to-face meetings had decreased. Lockdown initiatives and travel bans – both ground and air – have effectively suspended their operations, although about a third of NGOs have seen a rise in demand for their services. The majority of NGOs have had to implement substantial cost-cutting steps in terms of operations, personnel, salaries, hiring freezes, and so on.

According to a study by EPIC Africa (2020), 98 percent of respondents said COVID-19 had impacted and interrupted their activities in some way. 84.48 percent said they weren't able to deal with the damage COVID-19 would cause to their activities. A total of 55.69 percent have already lost support, with another 66.46 percent planning to lose funding in the coming 3-6 months. COVID-19, according to 77.97 percent of respondents, will have a disastrous effect on the long-term viability of many CSOs. Because of the lack of revenue or speculation over potential funding, 49.87 percent have already implemented cost-cutting steps. 69.34 percent of businesses have to cut back or stop activities, and 54.94 percent foresee this to happen in the next 3-6 months. COVID-19 limited worker travel for 73.97 percent of respondents, while 79.35 percent registered less face-to-face group encounters. Work-from-home plans were used by 84.48 percent of respondents. While 75.36 percent of respondents had no such arrangements in effect prior to COVID-19, 71.40 percent said they would consider incorporating it into their organizations' operations after COVID-19. In reaction to COVID-19, 84.77 percent started new program programs, with 71.94 percent financing them themselves. Local CSOs are playing a vital role in national responses to COVID-19, according to 77.22% of respondents. If capability or funding limits were not an issue, 85.47 percent said they should have done more.

2.4. Impact of COVID-19 in Ethiopia

The world economy and people's daily lives have been reshaped by the COVID-19 (coronavirus) pandemic (Burdorf et al., 2020). According to the World Bank's new Hunger and Mutual Wealth Survey, the pandemic could drive 100 million people into extreme poverty by 2020, leading global poverty to grow for the first time since 1998.

COVID-19 cases were on the rise in Ethiopia, with 89,860 confirmed cases as of October 19, 2020. Ethiopia has taken a number of measures to reduce COVID-19 infections and minimize the economic risk. The true impact of the pandemic on Ethiopia has been exposed by data collected from high-frequency phone surveys of households and companies undertaken on a monthly basis by the World Bank and the government since April (Atamanov, 2021).

The COVID-19 pandemic has had a major impact on business activities. In March and April, more than 42% of registered companies in Addis Ababa entirely ceased operations, and 37% posted no sales. Firms have steadily reopened since then, but data reveals that just 58 percent were open full-time in mid-September, and about a quarter were already closed (Abate et al., 2020).

A major drop in demand had the most impact on businesses, resulting in lower sales. Only 2% of businesses plan to recruit new employees right away, indicating that recovery expectations are still low. Lower receipts and lower aspirations would have a major impact on the economy's growth. Ethiopia's rise is now expected to be 4 percentage points smaller than predicted prior to COVID-19, according to the World Bank.

The detrimental effects of the pandemic have resulted in decreased wages and family incomes. According to the surveys, more than half of households recorded income reductions or disappearances in April 2020, with female-headed households being hit the hardest (Ali et al., 2020).

Employment rates collapsed in the early days of the pandemic and have yet to completely recover, meaning that COVID-19 has a long-term effect on work number, especially in urban areas. At the start of the epidemic, about 8% of respondents had lost their careers. Jobs were lost at a higher rate in urban areas (20%) than in rural areas (3%) and for women (13%) than for

males (6%)(Dione, 2020). The self-employed and those working as seasonal workers in urban areas were the hardest hit. In urban cities, employment rates have since recovered, but they remain smaller than before the pandemic.

Household wages in cities fell the most, owing to lower demand, which impacted income from self-employment, wage employment, and household businesses. Around three out of every five people with a household company recorded a decrease in revenue. In April 2020, actual salaries in Addis Ababa dropped by 14 percent for high-skilled employees and 3.7 percent for low-skilled workers, respectively, compared to April 2019. Domestic and foreign remittances have decreased as a result of these and other problems in the developing world (Ali et al., 2020). After the start of the pandemic, nearly a quarter of remittance-dependent households have not received any. In recent years, urbanization has been a significant driver of poverty reduction. The sharp drop in wages suggests that short-term success in eliminating poverty has come to a halt.

There could be certain long-term implications as well. Inequalities in educational results may be aggravated, particularly for girls who are already behind boys in upper primary and secondary school. Ethiopia's rural and impoverished children have lagged behind their urban and affluent counterparts in terms of educational success, with a propensity to drop out of primary school early, perpetuating poverty transmission through generations (Yonas, 2020).

Many pupils were unable to study because classes had closed. Lost months of education would have a disproportionately negative long-term effect on disadvantaged children, jeopardizing their opportunity to develop intellectual resources and affecting their eventual earning capacity. Temporary school closures can cause children from low-income families to drop out permanently, particularly in rural areas, where early dropout is common even in normal circumstances (Yonas, 2020). The pandemic poses serious threats to the population and economy of the region. Powerful economic development and the government's commitment to deliver basic services to the vulnerable have been the foundations of Ethiopia's poverty reduction achievements over the last decade.

The lack of timely economic data in Ethiopia, as in most low-income countries, makes interpreting the economic impacts of the COVID-19 pandemic challenging. To help alleviate this, many groups conducted phone surveys to learn more about the situation. There's this study

paper by Hirvonen (2020), which examines the available data from phone surveys as of mid-August 2020 and addresses information gaps. First, the data shows that the pandemic has not resulted in extraordinarily high food price rises. A case study in the vegetable market, on the other hand, shows that market dynamics are highly background and crop dependent, necessitating more detailed price tracking to detect food value chains and places where food price rises could have been unexpectedly fast. Second, job cuts have been concentrated in the informal economy, with fewer substantial redundancies in the formal sector. Third, there is a lot of concern about how this crisis could affect jobs, hunger, and food security. Although the majority of household's record income losses are observed, the magnitudes of these losses are unclear due to the qualitative and contextual existence of these issues. Less arbitrary food security interventions in Addis Ababa show only minor decreases in household food and nutrition security. Finally, we have imperfect and inadequate information about how this problem is affecting rural households due to restricted access to cell phones in rural areas.

2.5. Funding and Other In-kind Support Losses in NGOs

The non-profit field will become more polarized as the financial outlook shifts. Large organizations have significant potential to attract funds to execute projects, and they could be inclined to tap into previously untapped sources of revenue, while very small groups dependent entirely on volunteers may have minimal financial requirements and could thrive on very limited budgets (Maserat et al., 2020).

Depending for how long the pandemic lasts, it can put mostly medium-sized NGOs at risk, widening the divide between large and small NGOs. Large, well-established organizations have more total potential (including for securing financing and initiating projects), greater name awareness, more lobbying power with public bodies, and more developed internal structures, allowing them to more effectively respond to new government legislation (Oladeji & Michael, 2020). Until recently, big NGOs did not compete directly or in a significant way with small and medium-sized NGOs, owing to the fact that they did not seek support from the same sources or at the same levels.

This, though, can now change. First, in several countries, many major NGOs (especially those affiliated with well-known foreign non-profit brands) are being pressured to focus more on local/national funding and less on international funding. Second, the pandemic may encourage

big NGOs to apply for government grants, where they will face stiff competition from medium-sized organizations. Wide NGOs have since expanded their capability and gained more trust from the government, businesses, and the general public, so they can be counted on more and attract additional funding in times of crisis(Mor, 2020).

Few NGOs and even informal organizations (some of which emerged as neighborhood programs during the first wave of the pandemic) on the other hand, seem to concentrate mainly on community efforts and volunteers(Gupta et al., 2021). Since the bulk of these organizations do not have even one paying employee or an office, their administrative expenses are minimal, and they are more flexible in terms of execution.Small NGOs may also focus on micro grants or other low-value funds, as well as community contributions, which are now readily accessible via digital channels.

Many NGOs will be in a position to change their mission or threaten the continuation of their work because certain funding outlets have been geared to respond more to the issues addressed by the pandemic. This results in an increasing, often even fierce, rivalry for grants, sponsorships, and donations, even though the NGO's capacity to absorb those funds can be well exceeded in some cases(Jaffe et al., 2020).Many NGO leaders can be influenced by the "crisis mentality" to overpromise even though they fear under delivering.

Many non-profit organizations, mostly small and medium-sized ones, often live from one project to the next and create a combination of funding streams that are often time-limited and project-based. There is a heavy reliance on project either financing or small companies where state, national, or public bodies do not provide administrative grants(Oladeji & Michael, 2020).However, the pandemic is placing many projects on hold and introducing new layers of confusion due to social distancing laws that prevent NGOs from organizing physical events, often even entirely, particularly when they face significant fines in the event of a regulatory violation or virus epidemic, which many cannot afford.

Furthermore, funding sources are shrinking, at least temporarily, especially from the private sector and individual donors.Individual donors become more selective in their spending practices and choose to donate fewer or prioritize their contributions for medical programs, while corporations that provide NGO grants for particular causes risk cutting their CSR budgets or transferring funds to medical projects(Japee & Oza, 2020; PuaSchunder, 2021).NGOs who

depend heavily on business income from their own social entrepreneurship programs, on the other hand, may see their income drastically diminished, particularly if they do not apply for government relief.

Competition, on the other hand, is not restricted to financial capital. The recruited and volunteer talent it recruits or maintains determines any NGO's potential. Although, at the moment, keeping staff and volunteers is a top priority, although recruiting new talent is proving difficult (Maserat et al., 2020). While the non-profit sector has higher worker satisfaction ratings, owing to the essence of its community/social effect, this is generally accompanied by a sense of work insecurity. In addition, in the middle of a potentially significant economic and financial recession, creativity continues to gravitate toward positions that have more perceived job stability.

One of the major problems resulting from the pandemic is the increased pressure on many NGOs to compete for corporate recovery and importance in the non-profit sector, which contributes to increased competition for scarce capital. This fierce rivalry is exacerbated by changing fundraising patterns, such as corporate sponsors cutting their Corporate Social Responsibility (CSR) budgets in the face of an impending economic downturn, and private donors being more frugal in their spending behaviors. Furthermore, policymakers across Europe could be considering budget cuts or redistributions in order to maintain stabilization services and prioritize areas such as health, public protection, and business rescue, which may result in less public grants available for NGOs, especially those working on youth programs, non-formal schooling, or those that meet the needs of numerous vulnerable communities.

Community development, education, human rights, health, youth, gender, democracy and governance, economic development, food security, environment, disability, water and sanitation, emergency response, conflict resolution and others are the main areas the NGOs in Africa according to a study by EPIC Africa (2020).

For many of the international organizations, funding is handled at a strategic level at the organization's headquarters. Therefore, it was difficult for some participants to speak on this matter fully. However, they do believe that there has been a general decrease in funding over the last couple of years, and with the economic impact of Covid-19, they can suspect that funding and donations will have a significant decrease in the 2021 budget. It is expected that

international NGO's will have trouble garnering new donors and may have to rely solely on previous donors with whom they have had long standing relationships. One participant mentioned that their organization has not been able to attract any new donors since the onset of Covid-19.

Local NGO's in Jordan have had significant decreases in funding, resulting in staff cuts, grant cuts, cessation of interventions and some even having to completely shut down operations. One example of an important intervention that was cut was the healthy meal provision for children in schools. This intervention took place in the Zaatari refugee camp, host communities, as well as in many rural areas. This cut resulted in at least 68,000 kids no longer having access to healthy meals as well job loss for up to 300 women working in these kitchens losing employment. Donor grants and government funds have shifted towards Covid-19 prevention measures with some donors looking at diverting the funds to other essential needs. While these new grants are helping organizations build their capacity and provide support in order to better respond to the Covid-19 crisis, there is worry that not having sustainability in funding for other projects will lead to serious consequences down the line. One participant said that although funding is now mostly diverted towards the pandemic, it is important to ensure funding for other crises like that of the refugees in Jordan. At present, the scientific world takes great strides in working towards a vaccine with the possibility of significant improvements for the duration of the pandemic. However, if Covid leaves after a couple of months, difficulties will still be here.

2.6. Impact of the coronavirus pandemic on operations and functionality of NGOs

Non-governmental organizations (NGOs) have faced similar obstacles as those faced by other political communities around the world, such as social interaction constraints, emerging means of running events, and continuous internet presence for civilians and other players in most parts of the world. They were confronted with the inability to continue with operations as before, as well as the need to adjust budgets, volunteer welfare, and other factors. The non-profit sector was still vulnerable due to political erosion in many areas of the world. Although the pandemic struck both industrialized and developing countries, NGOs were overwhelmingly impacted in places where the industry was already vulnerable, with poorer recovery chances.

Some non-governmental organizations are completely reliant on government grants, while others depend almost entirely on commercial efforts and even others rely on corporate or foundation support. Many non-governmental organizations (NGOs) depend on physical ties and community access to carry out their missions, which are now being hampered by public health policies. Such needs are at an all-time high in most European regions and nations, but NGOs' capacity to meet them is dwindling. For example, according to a Charity Navigator study, 86 percent of UK charities and 64 percent of non-profit respondents are cutting back on facilities and personnel amid the demand, while 13 percent of Romanian NGOs are preparing to close permanently.

The impact of healthcare cuts of the lost income generated by COVID-19 related healthcare costs or lost earnings because of the disease. The lost income can be due to sickness or lives lost in the outbreak: families and loved ones lose the income of the sick or deceased person and their in-kind contributions to household income such as childcare. Moreover, they will have to pay for healthcare costs. This is reflected in the literature, which highlights that health shocks, such as epidemics, are often associated with 'catastrophic' health care spending (equivalent to 10% or 25% of total household consumption). It is noted that this risk can be mitigated through health insurance schemes, or other forms of social insurance.

When governments enacted their strict Covid-19 prevention measures, an entire nation went into lockdown. It was found that the lockdown measures naturally had a major effect on operations, especially in the first days when there was a lot of uncertainty on how long these measures would be in place. Restriction on movement had a multitude of effects on continued humanitarian aid service and logistical components. Human resources were affected as some international organizations saw staff unable to start positions in the field or leave on mission due to border closings. Some NGO's and local organizations had government permission to continue activities during the lockdown, while some were forced to freeze operations that were not deemed essential. Adapting to these measures was a challenge for some smaller NGO's which focuses on long-term issues like health awareness and literacy; that have never been faced with an emergency of this size.

Dealing with lockdown measures and continuing health awareness outreach was a complete learning experience. Organizations such as MSF were able to adapt relatively easily due to their previous experiences dealing with infectious diseases worldwide even though a virus of this

level has never been seen before. MSF was also able to continue operations as they are deemed an essential organization by the government. The primary concern for essential humanitarian workers focused in healthcare was the implementation of safety measures for staff and patients. Second would be the modification of project delivery, as Covid-19 prevention measures took precedence over regular interventions and operations. Safety and security of all staff working in vulnerable communities was of the utmost importance in order to limit the spread of the virus to staff and the communities. For beneficiaries under the Institute of Family Health (IFH) dealing with ongoing medical concerns in regard to reproductive health, consultations were done through remote services such as phone calls and video conference.

Many participants expressed their frustrations during the first months of lockdown, especially those working in education and reproductive health services. The confusion and continued extension of lockdown made it difficult for some to resume work right away. The inability to implement direct services and conduct activities on the ground for initiatives, such as early childhood development and beneficiary healthcare follow-ups, proved to be difficult or impossible with the lockdown measures. Educational interventions by the IRC were delayed until they were able to modify their programs to adhere to the lockdown. Added pressure on vulnerable families as a result of the lockdowns made educational needs for the children take a step back, as their families were confronted with lack of food, cash and health services.

However, adaptation methods, such as partnering with different local organizations to conduct risk assessments virtually and with organizations that had the capacity to reach vulnerable populations, allowed for some continuity of interventions.

2.7. Impact of the coronavirus pandemic on employees' salary and benefits, layoffs

In recent months, the latest coronavirus has radically reshuffled all markets and populations(Khan et al., 2020). The International Monetary Fund (IMF) has characterized the crisis unlike any other, with an unpredictable turnaround and a devastating impact on the global labor market, with over 430 million jobs lost in the first two quarters(Sahid, 2020).The crisis added to the difficulties faced by the non-governmental sector, which was already dealing with a diminishing public room in different parts of the world(Khan et al., 2020).

As the COVID-19 pandemic extended across the world (Sfetcu, 2020), posing both impediments to job continuity as well as social and financial obstacles, the non-profit sector has taken a significant hit across the board (Skegg, 2021). According to a report by UK Youth, a British national charity, 64 percent of youth groups are expected to withdraw funds, and this number has risen since the end of March lockdown initiatives were implemented. Despite the heightened threats faced to the disadvantaged populations that NGOs typically serve, the non-profit sector's capacity to address those needs is under strain (Alasadi, 2021).

As Geiger had discussed in the article, managing enduring public health emergencies such as COVID-19: lessons from Uganda Red Cross Society's Ebola virus disease response operation, a centralized pooling of resources is necessary in order to reach as many vulnerable peoples as possible during a pandemic. Many humanitarian organizations are seeing the cessation of life-saving interventions within the communities. By pooling together resources from larger international organizations and smaller NGO's, reaching beneficiaries in rural areas and in refugee camps has been made more feasible. Some organizations have had to stop operations completely due to lack of funding. In discussing funding with the participants of this study, it was clear that funding is a main worry for smaller organizations that rely heavily on donations. The global economic effect of the Covid-19 pandemic is, and will continue to be, a major cause of concern. As we have seen before during the outbreak of the H5N1, funding was easily obtained for the Humanitarian Pandemic Preparedness program (H2P). At the onset of the pandemic we also saw international banks such as the IMF and World Bank pledging billions of dollars towards Covid-19 relief. As major donor countries such as the United States face serious economic pressure, funding will decrease, and necessarily humanitarian interventions will be at their lowest.

2.8. Efforts of the NGOs to minimize the effect of the pandemic

The pandemic is presenting a few opportunities for NGOs. First, when most countries implemented lockdown policies, NGOs were required to immediately begin a digitalization process and look at moving at least some of their activities online. New digital programs for cities, such as digital youth work in the youth sector and digital camps, have also emerged. This influence would almost certainly transform how NGOs work in a post-pandemic environment, when the use of digital technologies, as well as online facilities that supplement traditional ones,

will become commonplace. This will have long-term benefits, not just in terms of NGO growth, but also in terms of reaching a larger audience.

Second, we have seen an uptick in volunteerism and cooperation in a variety of societies, both formal and informal civil society. Since NGOs aided in the war against the pandemic, they may theoretically have more impact in policymaking or in their societies. In this regard, one of the pandemic's long-term consequences may be that NGO leaders pay more attention to their organization's stability and ability to withstand shocks and step in in periods of disaster and instability. While it is too early to say, contingency planning, risk assessment and mitigation plans, and consolidated techniques that consider the need for continuity and re-imagination can arise. NGO boards are also likely to exert significant governance pressure in this way.

Third, increased versatility among funders, including those who offer public grants, has been a theme since the early stages of the pandemic. We've seen cases where co-financing rates were reduced from 10-20% to 0%, projects were given full scheduling flexibility, and funds were permitted to be used for unforeseen purposes, among other items. Even after the pandemic is over, we should expect long-term flexible frameworks from Europe's major funders, as the need to improve the NGO sector will be stronger than ever. In terms of financing, we should expect new NGO funding models to emerge, with a greater emphasis on institutional funding, lump sum or unit cost grants, and a greater focus on strategic, multi-year programs, also at a smaller scale, such as youth exchanges.

Another trend that can be seen is NGOs being more reliant on state, global, and public financing. This can be a risk, especially in countries where populist governments or authoritarian political leaders are attacking the rule of law, putting beneficiary NGOs' independence in jeopardy. It may lead to a shift in the NGO's policy and objectives to align with the government's priorities, or, in some situations, pressure to only follow the "government line" and prevent any criticism.

Furthermore, several advocacy organizations are discovering new and innovative ways to spread their messages, create coalitions, and garner public support, especially online. The difficulty could be to gain consensus for causes that do not have the potential to become too partisan, while in a society that is becoming more divided, we expect this to be much simpler. We might also see more informal activism campaigns emerge online, which are not

originally headed by an NGO or a consortium of NGOs and mobilize people for different causes at lower costs.

Another new theme is assessing the actual added value that NGOs have to their target audiences and clients, now that they have access to automated data collection resources. In terms of alliances of all sorts, including supply chains, this will lead to convergence and prioritization. The impact on federations, which are often reliant on membership fees, is particularly important. As a result, federations will face unprecedented pressure to adapt and improve the service they provide to their members, while those who do not change will be forced out of the market.

The new crisis has posed a number of problems for NGOs, but previous concerns (such as political erosion) have also made it difficult for civil society actors. The financial continuum is one of the most significant issues that has been investigated. Not just that, but the availability of funds will influence an NGO's course of action, as well as create gaps in underserved populations. Another problem that should be investigated further is the state of government, as well as the monitoring and openness of political parties' behavior during the early stages of the pandemic. The commentary also included a number of resources and developments that have emerged as a result of the current crisis, including digitalization, a boom in volunteerism and cooperation, increased flexibility among various funders, and so on. All of this serves to highlight that each crisis should be seen as an incentive to change the status quo, as well as a framework for assessing what has been achieved and determining what should be the next targets.

Looking for the empirical evidence of effect of the COVID-19 pandemic on actual economic sectors:

- Surni et al on Socio-economic impact of the Covid-19 pandemic: Empirical study on the supply of chicken meat in Indonesia, found out that the spread of Covid-19 had a major economic and social impact on the sustainability of businesses in the livestock sector especially attacking the logistics system as a means of providing food for the community (Surni et al AIMS Agriculture and Food 2021, Vol 6, Issue 1:65-81).
- Muvhuringi Prosper Bright on the impact of COVID-19 on agricultural extension and food supply in Zimbabwe reported that the outbreak of the pandemic restricted normal execution of agricultural extension services and movement of agricultural produce to markets. It also revealed that agricultural extension and food supply was grossly affected by COVID-19 (Muvhuringi Prosper Bright SOIL & CROP SCIENCES Congent Food & Agriculture Volume 7,2021- Issue 1)

- Sanjita Jaipuria et al on the impact of COVID-19 on tourism sector in India indicated that The arrival of foreign tourists to India from different parts of the world has reduced by 68% in March 2020 compared to the previous month. It has a great impact on revenue generated from tourism (Sanjita Jaipuria et al: Tourism Recreation Research Volume 46,2021-Issue 2: Novel Coronavirus and Tourism: coping, recovery, and regeneration issues).

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3. CHAPTER THREE

3.1 Research Methodology

3.2 Research Approach

The study has employed a mixed research design. It made use of both qualitative and quantitative approaches and in both of which it has collected the required primary and secondary data. Through primary data collection tools, the study has made use of questions on funding and other in-kind support losses and those questions were administered to the finance manager of the organization. What is more, questions pertaining to those on the impact of the pandemic on the operations and functionality of HFE and efforts made by the organization to minimize the challenges of the pandemic were administered to the office of the CEO. Moreover, questions relating to employees' performance and motivation such as challenges relating to salary and benefits, layoffs, efforts to keep the staff were administered to office of the HR, data collected through purposive sampled interviews. Last, focus group discussion (FGD) was also conducted to gather employees' perspective of the effect of the pandemic and the measures the organization took.

3.2 Research Design

The study was conducted in specific time of the study period with mixed research design type. Since part of the study variables collected were from previous three years as well as from the

year of the pandemic, the research was longitudinal(Mccabe, 2017). An explanatory research design was employed for this issue that was not well researched before, as it focuses on explaining many aspects of the study in a detailed manner(Sohil Sharma, 2019). In finding out the funding and other in-kind support losses, examiningeffect of the coronavirus pandemic on the operations and functionality of the organization, its effect on employees' salary and benefits, layoffs,and the efforts that HFE took to minimize the effect of the pandemic and to keep the staff safe, the research design employed was longitudinal and explanatory.

3.3 Sampling

A qualitative and quantitative longitudinal method was used in the form of in-depth interviews with a set of questions administered to the appropriate officials in the organization. These were chosen based on determination of which research questions needed to be answered by whom depending on their responsibilities and posts among the eight senior management personnel (population) in the organization. The sampling technique employed was purposive since the researcher purposively selected what questions to ask and to whom.

The questions were organized in four sets: questions on funding and other in-kind support for the organization will be administered to the finance manager. Questions on impact of the pandemic on the operations and functionality of HFE and questions on efforts of the organization to minimize the effect of the pandemic were administered to the office of the CEO. Questions on employees' salary and benefits, layoffs, efforts to keep the staff safe were administered to office of the HR. The focus group discussions (FGD) were done with five groups each containing 5-7 employees, one employee chosen from each department by simple random sampling, through questions requesting employees' perspective of the effect of the pandemic and the measures the organization took.

3.4 Data Collection Tools

3.4.1 In-depth Interview

The CEO, the finance manager, and the human resource manager were interviewed using in-depth interview to find out about funding and other in-kind support changes for the organization, impact of the pandemic on the operations and functionality of HFE, employees' salary and benefits, layoffs, efforts to keep the staff safe, and effort of the organization. And hence in-depth interview was found to be appropriate for small group of data sources.

3.4.2 Secondary Data

Secondary data for the study has been collected to gauge the performance deviations observed. In this regard a four years trend the organization has gone through pre COVID-19 has been considered and the data has been tabulated and annexed.

3.5 Data Analysis Method

Both primary and secondary data were used for the study. Conducting appropriate data gathering instruments helped the researcher to combine the strengths and amend some of the inadequacies of any source of data to minimize risk of irrelevant conclusion. Consistent and reliable research indicates that research conducted by using appropriate data collection instruments increase the credibility and value of research findings.

The data for the quantitative aspect of the research was collected from the Finance Office of the organization, which curiously provided only percentages and not actual numbers, and was considered as both reliable and valid.

Accordingly, structured document review and the reliable data that was collected through the in-depth interviews and document analysis. Data collected in both cases was used for this research to collect required information, which was relevant for addressing the objectives of the study. The data that was collected using in-depth interview was analyzed using thematic method of data analysis. In this method of data analysis, the researcher picked themes from the specific objectives of the study and the research questions from those themes responded were interpreted and presented in the data analysis section of the study.

The study key informants as well as participants in the FGD were told beforehand the purpose of the study and that it was strictly for academic purposes. They were also assured that their responses will all be kept confidential addressing ethical considerations.

CHAPTER FOUR

4. Data Presentation, Analysis, and Discussion

4.1 Introduction

In this chapter of the study data collected through interview is analyzed and presented. The objectives of the study are presented as the subsections of the analysis and presentation section. The first subsection of the chapter analyzed funding and other in-kind support losses for Hamlin fistula Ethiopia during the coronavirus pandemic. The second subsection of the chapter detailed the finding on effect of the coronavirus pandemic on the operations and functionality of Hamlin fistula Ethiopia (HFE). The third subsection presented effect of the corona virus pandemic on employees' salary and benefits, and staff layoffs in Hamlin fistula Ethiopia. Last, the researcher analyzed and presented the efforts that Hamlin fistula Ethiopia undertook to minimize the effect of the pandemic and to keep the staff safe as well as findings of FGD on what the employees' perceptions of these actions were.

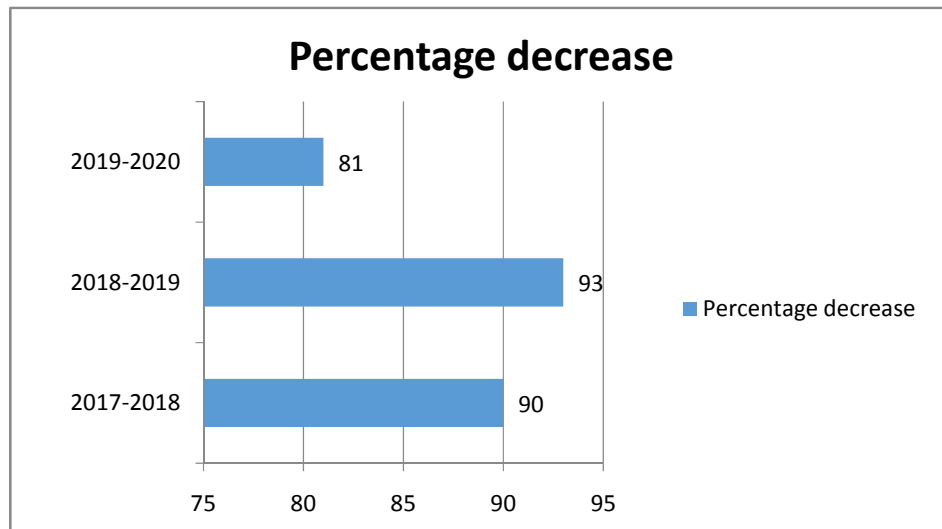
4.2. Funding and Other In-kind Support Losses for Hamlin Fistula Ethiopia during the Coronavirus Pandemic

The coronavirus outbreak is unprecedented in scope and magnitude, and it would definitely have a long-term effect on the economy and society. This year's GDP reduction is predicted to be even greater than during the 2008 financial crisis. Many NGOs' financing would be impacted in the short to long term as a result of this difficult backdrop. However, based on the main aspects of their funding structures, NGOs are impacted differently and at various periods. Hamlin Fistula Ethiopia, a recognized Ethiopian humanitarian organization devoted to the care and prevention of obstetric fistulas, which are complications on the birth canal as a result of childbirth, has had many challenges.

According to the financial manager of Hamlin Fistula Ethiopia the extent to which the pandemic affected Hamlin fistula Ethiopia's (HFE) regarding its funding is assessed as severe. The manager said:

The pandemic has affected Hamlin Fistula Ethiopia to the level where its funding decreased severely. When the received revenue for capital cost of the time period April 2020 to March 2021 (midst of the pandemic) was compared to previous years, decreases of 90%, 93%, and 81% from the time periods April 2017 – March 2018, April 2018 – March 2019, and April 2019 – March 2020 in percentage respectively was found. (Graph 1, summarize, Capital cash income decrease)

capital cash income	
Year	Percentage decrease
2017-2018	90
2018-2019	93
2019-2020	81



(Graph:1)

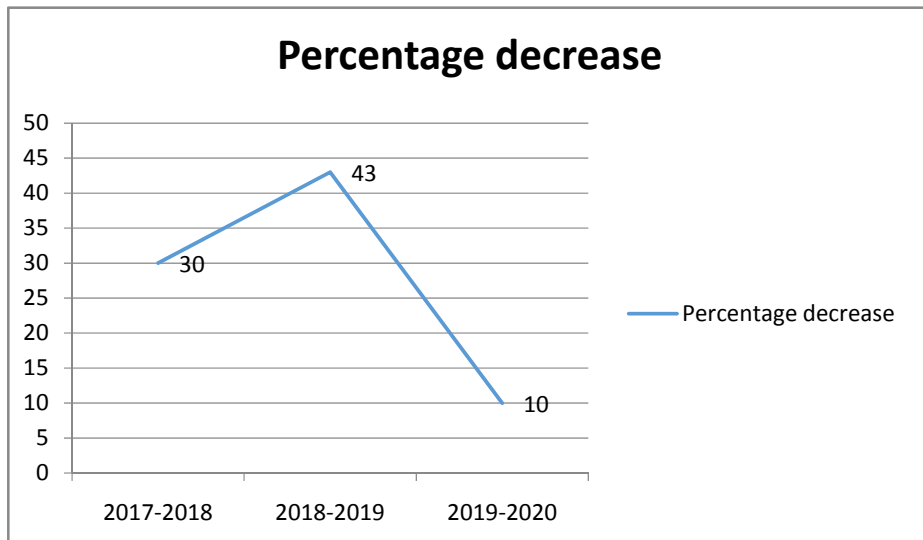
Donor organizations faced a difficult task of delivering relief and funding effectively and reliably during a pandemic. Due diligence, supervision, and transparency processes could not necessarily be prioritized under such a scenario. These were the reasons that Hamlin Fistula Ethiopia has been prone to such a significant decrease of donation during the pandemic according to the financial manager of the organization. The finance officer also told the researcher that:

There was also difference in received in-kind revenue between the periods April 2017 – March 2018, April 2018 – March 2019, and April 2019 – March 2020 (years prior to

the pandemic) and April 2020 – March 2021 (midst of pandemic) in percentage, difference of 30%, 43%, and 10% decrease respectively. There was also difference in received capital in-kind revenue between the above periods prior to versus during the pandemic, decrease in percentage of 70%, 50%, and 11% for the periods April 2017 – March 2018, April 2018 – March 2019, and April 2019 – March 2020 respectively. (Graph:2and 3 summarizes the above analysis)

Difference in recurrent in-kind revenue

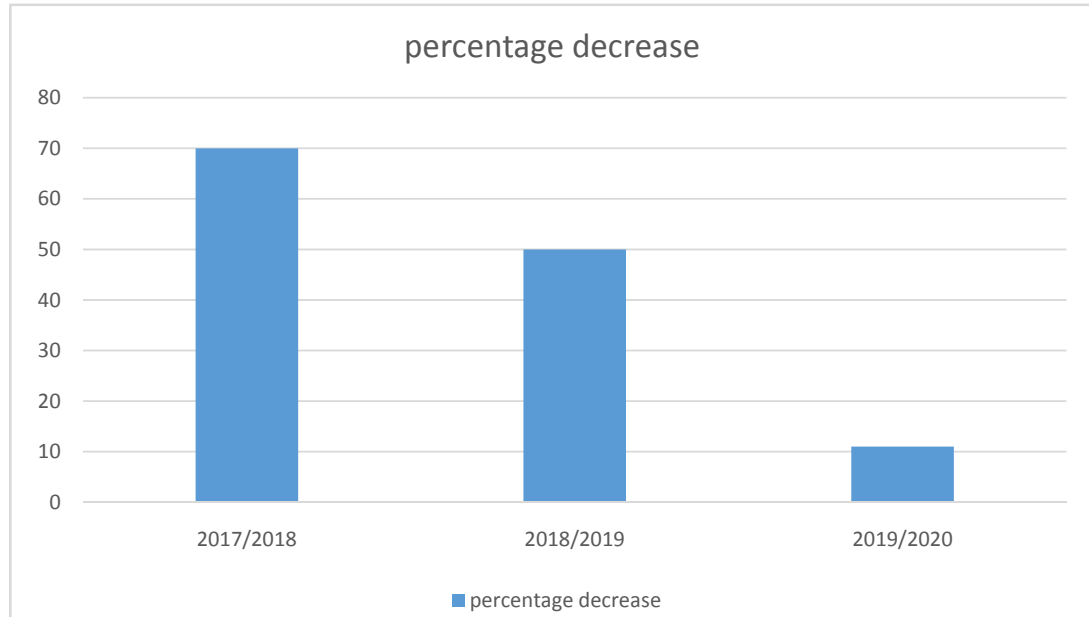
Year	Percentage decrease
2017-2018	30
2018-2019	43
2019-2020	10



(Graph:2)

Capital In-kind Income

year	percentage decrease
2017/2018	70
2018/2019	50
2019/2020	11



(Graph:3)

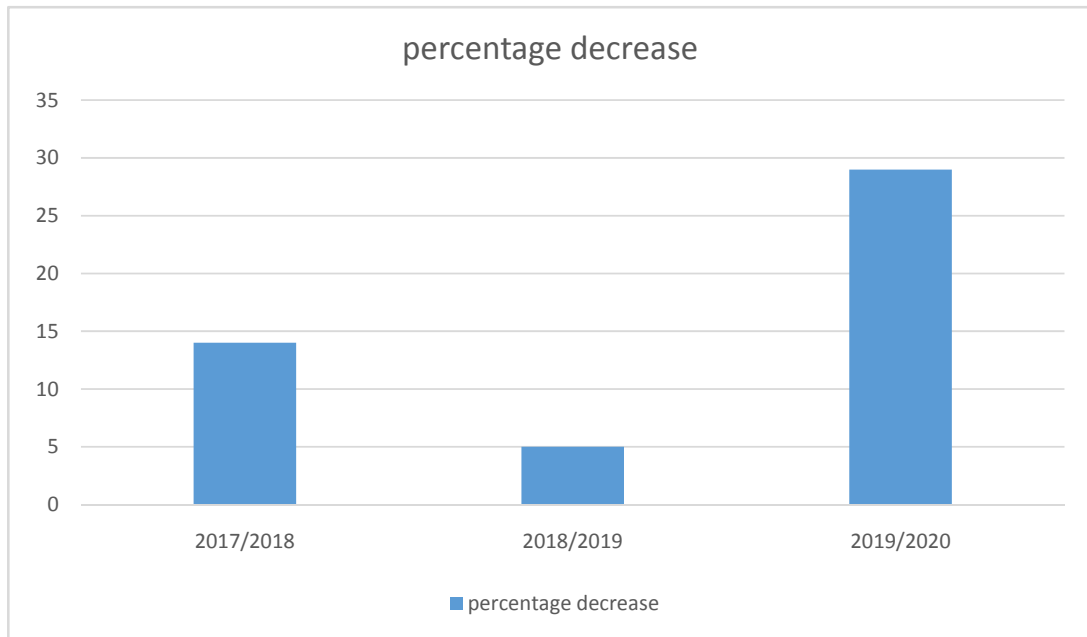
Both these findings were similar to a survey of 550 charities by the Institute of Fundraising (IOF) in United Kingdom (UK)-meant to find out how COVID-19 is affecting international NGOs finances and operations (Mor, 2020) and which found out that income was dropping, NGOs were scaling back operations, staff were being laid off, and in some cases the very survival of some of the NGOs was at stake due to lack of funding (Ahmad, 2020).

The other two scenarios considered were difference in budget and capital budget. According to the finance manager;

There is a difference in budget between the fiscal years (July – June) 2017/18, 2018/19, 2019/20 versus July 2020 - June 2021(the fiscal year of the study). The running cost budget decreased by 14%, 5%, and 29% when compared to the 2017/18, 2018/19 and 2019/20 fiscal years respectively. The capital budget decrease was much more remarkable in that the decrease was 86%, 88%, and 89 % from 2017/18,2018/19, and 2019/20 fiscal years respectively. This was because when the organization prepared the budget for the recent fiscal year, it considered the pandemic and the work plan was changed accordingly. (the below graph :4 and 5 summarizes respectively)

Recurrent budget

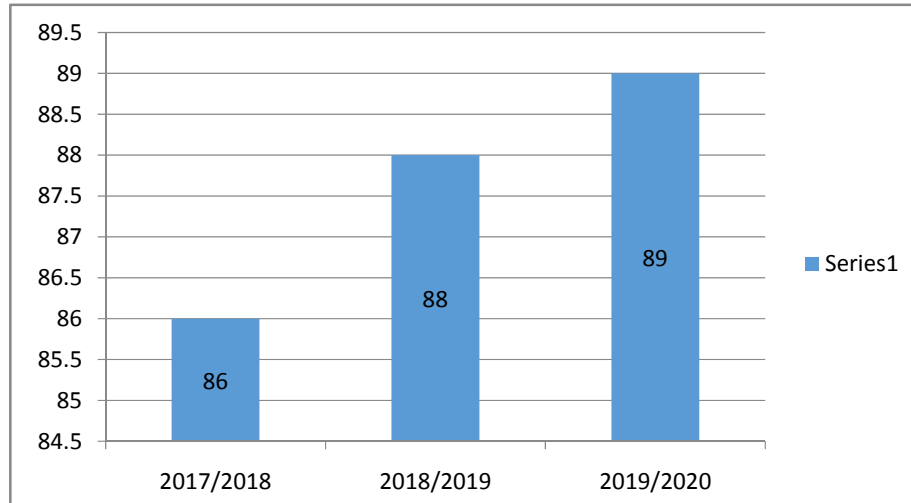
year	percentage decrease
2017/2018	14
2018/2019	5
2019/2020	29



(Graph:4)

Capital Budget

Year	Percentage decrease
2017/2018	86
2018/2019	88
2019/2020	89



(Graph:5)

These findings were also similar to findings from many studies which showed that NGOs have been compelled to redesign or pivot their projects (adjusting budgeting, objectives, and implementation strategies) to respond to the rapidly changing landscape caused by COVID-19. (Laur et al., 2020)

There have been different work plans that were affected by the pandemic financially. According to the financial manager, the explanations on the work plans affected and the reasons behind were:

HFE has three pillars of care: treatment, prevention and rehabilitation. However, all the three pillars have been affected by the pandemic to different extent, the most affected being the prevention activities. The prevention activities constitute the teaching, by Hamlin college of midwives, of selected female students from different parts of rural Ethiopia who are trained and graduate (BSc in midwifery) and whose primary responsibility is to go back to their community and serve: giving health education on maternal health in churches, ‘Eder’, and other public gatherings; advising women on benefits of giving birth in health institutions and helping them deliver there; helping health centers by distributing medical supplies from HFE; and giving different trainings for the health center staff (ultrasound, solar suit case, etc). In this regard, the pandemic has significantly affected our health center activities and our services which are

currently been reduced to service provision to only 56 health centers as opposed to 88 health centers we used to serve in previous years.

This was consistent with a study which indicated 70 percent of respondents to have said that they had to cut back or suspended activities. In this same study, 55% expected cutting back or suspension of activities to happen in the subsequent three to six months (Wadvalla 2020).

The financial lessons learnt from this pandemic according to the Finance officer were also discussed. The officer explained:

The organization's 95% income is from abroad. Because of the pandemic we are not working on fund raising and thus have our income decrease significantly. Currently, we are working at only 25% capacity when compared with previous years. So we are trying to work on resource mobilization and other income generating activities to sustain our selves in such difficult time.

4.3. Effect of the CoronaVirus Pandemic on the Operations and Functionality of Hamlin Fistula Ethiopia (HFE).

Though the entire nation was not placed under lockdown with the Ethiopian government having difficulty to implement stringent Covid-19 prevention measures, there were a kind of partial lockdown efforts especially at the beginning of the report of the virus in the country. The interviewee noted that these steps had significant impact on activities, especially in the early days when there was a lot of doubt about how long they would be in place.

The activity of NGOs, as a not so small part of the national economy, is critical to the macroeconomic growth of the country. As a result, it's critical to comprehend the position of non-governmental organizations (NGOs), their coping mechanisms, and the need for government policy to adapt to the COVID-19 pandemic's effects. During the pandemic, firms' marketing innovation plans and competitive approaches to the epidemic are being studied.

The extent to which operations of HFE have been affected by this pandemic were one of the measures seen to study the effect of Covid-19 on HFE. According to the CEO of HFE, the pandemic has severely affected operations of HFE. There have been operations/tasks suspended in HFE because of the pandemic.

According to the CEO of HFE:

There was hibernation (suspension) of activities in five Hamlin fistula outreach centers during the study period. The reasons were a significant decrease in patient flow because of interruption of prevention work, lack of means of access to health centers because of state of emergency declared by the country.

Movement restrictions have a wide range of consequences for the delivery of humanitarian assistance and logistical materials. As a result of the travel restrictions, some foreign organizations and our allies who otherwise may visit our centers were unable to come and give donations in cash or in-kind (The CEO).

There were the main operating pressures that HFE faced during April 2020- March 2021 period. The main pressures were discussed and according to the CEO of HFE:

We have more than 600 employees whose livelihood depends on the salary that they earn. The main operating pressures during the time of the pandemic were maintaining business continuity in the organization without endangering job security of staff, and securing fund to sustain the very existence of the organization.

This was similar to the finding from local studies, where employment rates collapsed in the early days of the pandemic and have yet to completely recover, and where about 8% of respondents had lost their careers (Dione 2020).

The local and international Covid-19 measures affected the organization's operations differently. The different ways that organization's operations were affected are discussed and according to the CEO:

International travel restrictions have made it impossible for us to attend international partner meetings which are very important forums to show what we are doing and ask for support. A not so small number of international visitors from abroad support us by coming and visiting the facility. They were unable to visit because of travel restrictions all over the world.

The CEO also added that;

Local measures have led to decrease in patient flow, increase transportation cost for the staff interfering with punctuality, staff absenteeism due to illness till it is proven it is not Covid-19, and for those with Covid-19 completing the government recommended 14 days of isolation at home which have direct effect on the operations and productivity of the organization.

According to the CEO,

The areas of operation most affected by Covid-19 were prevention because there was not enough protective equipment. The midwives and health officers in the regions were not able to do their usual health educations and campaigns to help send pregnant women and women with obstetric fistula to health centers. The greatest challenges of Covid-19 to the organization's ongoing work were that the employees were fearful of the disease and majority of employees were also infected. This was a significant hurdle.

The pandemic has also affected the strategic plan of HFE.

Because of the pandemic our strategic plan has changed and we were forced to revise it. One of our strategic plans was to conduct an 18 months' campaign to identify as many obstetric fistula patients as possible from the rural regions of the country, to bring them to the nearby HFE centers (we have five HFE outreach centers), and do repair surgeries to all of them. This very important plan which would have helped thousands of helpless women was interrupted because of the pandemic.

Many of these were also noted in a recent Covid-19 survey conducted by bond (Bond is the UK network for organizations working in international development) showed that NGOs are under immense strain from international travel restrictions, keeping staff in their countries and overseas safe, and social distancing laws that prevented NGOs from organizing physical events, often even entirely (Oladeji & Michael, 2020; [Bond.org.uk/news/2020/05](https://www.bond.org.uk/news/2020/05)).

Moreover, the financial issues along with the corresponding budget and is placed in the table below.

4.4. Effect of the Corona Virus Pandemic on Employees' Salary and Benefits, and Layoffs in Hamlin Fistula Ethiopia (HFE).

As the coronavirus pandemic progresses, the economic consequences seem to be severe and long-lasting. Managers are struggling with not only the tension and sadness of having to let go of a vast number of employees, but many are also experiencing underlying uncertainty about their own jobs.

The COVID-19 pandemic has morphed into a global economic and labor market epidemic that has harmed millions of jobs and businesses. Because of the Corona virus, working from home has been even more popular in recent months. Employers should remember their health and safety responsibilities, which remain in effect despite the unique circumstances. Due to the economic and organizational impacts of a lack of jobs or funding, short- and long-term job reduction and other cost-cutting measures may be required.

According to the human resource manager of HFE, there were 631, 646, 651, and 637 employees including part time and contract staff on March 31, 2017, March 31 2018, March 31 2019, and March 31 2020 respectively. These numbers were found to be only 589 for both part time and contract employees as of March 31, 2021. This indicated that the number of employees decreased by 6.6%, 8.8%, 9.5%, and by 7.5% respectively. This clearly implied that Hamlin Fistula laid off its employees due to the pandemic.

The human resource manager was also asked as to how the pandemic has affected recruitment of new employees in HFE and he responded that it had affected any recruitment attempt. No new employees were recruited during the time period and instead the organization is working on training and development to reallocate employees from the different sections. He stressed that this was in contra distinction to previous years where tens of employees were recruited yearly.

The HR manager of the organization was asked if HFE cut salaries of employees during the April 2020 to March 2021 period and had this to say.

“It was not mandatory but the senior managers contributed 20% of their salary for one month to support the organization during the coronavirus pandemic crisis after a management committee meeting”.

Asked if HFE cut benefits of employees during the April 2020 to March 2021 periods and if so the types of benefits, the manager responded that:

“We stopped transport allowance, medical coverage, food and fuel allowance and other benefits”.

The HR Manager, adds that the organization had no any complaints from the staff related to violence or rejection because they were diagnosed with COVID- 19.

Many reports of added anxiety and stress were received from the employees due to COVID-19, according to Human Resource. The manager had the following reasons for that:

Reasons: transport allowance deduction despite increase in transport expense due to government imposed restrictions; psychological effect of working in a congested office; sickness of colleagues, family members etc; work burden imposed on a particular employee due to sickness of other staff working in the unit.

In line with this, a staff [Participant-A] contacted through focus group discussion has reacted as:

I travel a long way from where I live. I often use taxis and other available public transport to arrive my office. Before the onset of COVID -19 and before restriction measures were taken by the state, the taxi fare was acceptable and we were accustomed to it. Following the partial lockdown implemented and limitation on the number of passengers to be transported as restricted by the Ministry of Transport, the fare we used to be charged was doubled. For example, I used to pay 6 Birr in single travel then it turned out that I should pay 12 Birr in a round trip I should pay 24 Birr. Even after the restriction measures were removed the fare continued the way it was. Here at HFE we are told the transportation allowance was cut.

[Participant B] reacted that:

My case is almost similar except that I can't afford to cover my transportation cost as it was expensive even before the transportation cost was increased by the government as part of the COVID-19 prevention measures. It is quite challenging. What is worse, we are told the medical coverage we were entitled has been cut. We haven't been consulted while they did so. It is through the labor

union that they dealt and decided. These serious issues of medical and transportation costs on top of a never slowing down COVID-19 are significant problems for me and my family.

Another FGD participant [participant C] said:

The senior management, I believe, can manage the salary cut of 20% and can still manage the cost of transport with just only 50% of their fuel allowance being cut. To me as a lower level staff, the fact that the food allowance, transportation, and medical allowance cuts means a lot to the ever increasing cost of living in the country. I am virtually challenged to cope the problem the COVID-19 era has brought about.

Though an exact figure of the magnitude of anxiety and stress was beyond the scope of this study, review of available studies showed that symptoms of anxiety and depression (16 to 28%) and self-reported stress (8%) are common psychological reactions to the COVID-19 pandemic (Rajkumar RP, 2020).

4.5. Consultation with the Labor Union Leaders and Employees While Cutting Employee Benefits

Trade unions are considered the organizations only struggling to secure benefits for their members, such as financial gains like rise of wages, bonuses, various allowances insurance benefits, overtime payment and non-financial benefits such as job security, comfortable work place recreational facilities and decreasing fear of employer through collective bargaining. But several studies have shown that unions also have beyond collective bargaining role such as role for environment, energy management, role in politics and law making, public health, productivity and efficiency improvement social role in poverty alleviation and disasters like earthquakes (Khan, 2008).

Asked in the FGD about the employees consent over the cuts made on these benefits as transportation, food and medical allowances:

[Participant D] No one asked me about the fact that my benefits have been or about to be cut until the moment I learned they are cut. Even then, I was expecting the management or the union will commit its time in discussing the way forward and no discussion has been held nor did any party contacted me of the cut and asked my reaction on the issue.

Another FGD participant, [Participant E] added,

If my benefit was to be cut, my reaction should have been considered. I understand the organization is in trouble, but I do not believe it's to the level that it won't afford to be able to pay my bills. It is painful to know that the union has wholeheartedly agreed to the management's proposal without considering its individual consequences. The union should have been representing my view and I believe they would be on my side.

Peter, (2006) revealed that unions have a significant stake in protecting worker well-being by ensuring that a financially troubled company has the means to stay in operation. This can mean negotiating changes in operations – including salary changes – to save companies money and prevent them from going bankrupt. In the case of one pipe manufacturer in Wisconsin, when the company was no longer financially viable, its unionized workforce purchased the firm outright. The worker-owned company was turned around and is now a thriving business. The advantages of a labor union to workers are reasonably self-evident in terms of shorter workweeks, greater job security, improved working conditions, and better salaries. However, unions have some surprising benefits for employers as well. They revolve around productivity, profitability, efficiency and overall stability.

4.6. The Efforts that Hamlin Fistula Ethiopia Undertook to Minimize the Effect of the Pandemic and to Keep the Staff Safe

The Covid-19 pandemic is unique in that it is the first time we have seen a pandemic of this magnitude. Because of the globalized state of the planet and the speed with which people can move from country to country, we are all victims of this tragedy. (The CEO)

According to the CEO of HFE

The plans made by Hamlin fistula Ethiopia to cope with the possible donation shortage during the pandemic were: to analyze the impact of Covid-19 and to compare it to the work plan and performance. The CEO told the researcher that, to cope up with the pandemic;

We prepared Covid-19 prevention protocol. We prepared mask, sanitizer, and more washing facilities for the staff. For the financial impact, cost saving measure mitigation by way of voluntary salary deduction in the senior managers and halting employee benefits were undertaken. We prepared temperature and symptom screening procedures when receiving patients, and if an employee tested positive for COVID-19, treating mildly sick patients was taking place in the organization.

The self-help measure Hamlin fistula Ethiopia had taken so far were not many and one which is thought to be effective is: restructuring local resource mobilization. This is a process that is ongoing and the result is not known yet.

Regarding the policies, the organization expects the government to put in place to help the organization overcome the difficulties, the CEO had this to say:

First of all, I would like to thank Health Minster for supporting us because we receive majority of in-kind donation duty free, because of the supportive supervision the ministry helps us with. They also gave Covid-19 vaccines for our employees and that we are grateful about. If possible, the organization could benefit from income tax relief thought it was for few months.

Asked about the efforts that had been made to keep the staff safe from COVID-19, the CEO said

Methodslike work rotation to decrease the number of employees in an office at one time, working from home for some when the logistics is visible, preparing sanitizer, persuading people to take rest and use their long unutilized annual leave days, and keeping staff socially distanced in offices, arranging for leave 'without pay' but with 20% salary.

Regarding the technology that had been implemented in order to continue work at home, the CEO said:

We have been using skype, team viewer, and zoom for meetings. I cannot say it is very efficient owing to the fact that the internet connection will always have issues interfering

with meetings. Also assuring that an employee worked the required 8 working hours per day is difficult in working from home setup.

According to the CEO the organization changed the way it managed funding since Covid-19.

Some of our individual donors were out of work so we have financial problems. We managed that by discussing with partners and by taking some measure such as purchase reduction, some benefit deduction on employees and by suspending activities in some of our outreach centers.

There had been efforts to partner with local organizations in influencing government policies towards NGOs such as setting up NGO forum with other charity agencies discussing common problems and proposing solutions. This also is supposed to help have representation and be heard at government level. This is a work in progress. HFE also made new collaborative efforts with the private sector ever since the Covid-19 pandemic appeared. Here's an example mentioned by the CEO:

When we were faced with the difficulty of paying insurance premium, we negotiated with the company to be able to pay every month and quarterly instead of the more financial demanding yearly payment. This partly helped our financial problem.

These measures were limited in magnitude but some were concurrent to measures taken by governmental and non-governmental organizations around the globe generally where analyzing the impact of COVID-19, spending strategically, costing a plan and preparing a forecast, and fundraising strategically were mentioned as ways for surviving COVID-19 as an NGO (ALNAP, Sept 2020; Mor 2020; Ahmad, 2020).

Generally, there was concurrence between the qualitative and quantitative findings of the research.

When the global pandemic first broke out, there was a lot of concern about the effect of COVID-19 on HFE services. Owing to the introduction of social distance initiatives and a shortage of funds, it is possible that relevant and necessary programs will be discontinued. The function of HFE in the field is more important than ever.

The onset of the global pandemic made a worrisome prediction about the impact of Covid-19 on HFE services. The discontinuation of important and essential services may be expected due to the implementation of social distance measures and lack of funding. The role of HFE staff who are in the field are now more crucial than ever. Stopping the spread of the virus in insecure, crowded populations, as previously said, is a global necessity that must not be overlooked in the fight against the virus. Preparedness, reaction, impact reduction, and activism are also important aspects of HFE's work to help vulnerable groups.

HFE contributed immensely to pandemic prevention and preparedness by collaborating with community-based programs in order to provide pertinent information, education and disease control tools. Understanding how HFE was able to continue the work during the current pandemic will pave a way to ensuring that the spread of Covid-19 can be limited. Stakeholders will be able to see how and why their funding was being utilized.

CHAPTER FIVE

5 Summary, Conclusion, and Recommendations

5.1. Summary

In summary, the following responses were found:

- The pandemic affected funding of the organization severely with its effect most prominent on donations for capital cost, which saw 90%, 93%, and 81% reduction respectively when compared to similar periods in the three immediate previous year prior to the pandemic.
- When comparing the recurrent in-kind revenue of similar periods of time in the previous three years before and year of the pandemic, a reduction of 30%, 43%, and ten percent were noted. The reductions in capital in-kind revenue from these past 3 years were 70%, 50%, and 11% respectively.
- The running cost budget for the 2020/21 fiscal year was decreased by 14% when compared to 2017/18, by 5% when compared to 2018/19, and by 29% when compared the year 2019/20. Budget for the capital cost has seen an even more significant reduction of 86%, 88%, and 89% when compared to the 2017/18, 2018/19, 2019/20 fiscal years respectively.
- Prevention activities were the most affected where only 56 health centers had the services (educating women on safe and institutional delivery) in contrast to 88 health centers with activity of previous years contributing to the organization working at 25 percent capacity when compared to the previous year.
- There was hibernation (suspension of activities) in five Hamlin Fistula outreach centers.
- Ensuring business continuity in the organization without endangering the employment of its 600 plus employees was the main operating pressure in the organization.
- International and local Covid-19 measures affected the organization ability to appeal for support and interrupted the coming of visitors to the organization,

- A notable strategic plans that was cancelled was the 18 months' campaign of identifying obstetric fistula patients from the rural regions and doing repair surgeries for them.
- No new employees were recruited during the time period, though tens of new staff were recruited in the previous years and there was a reduction by 6.6%, 8.8%, 9.5%, and by 7.5% of employees when comparing March 31, 2017, March 31, 2018, March 31, 2019, March 31, 2020 respectively to March 31,2021.
- Benefits of employees (transportation allowance, medical coverage, and food allowance were cut affectingemployees' day to day lives as.
- Covid-19 prevention protocol and kits for the staff, cost saving measures, screening and treatment facilities for less sick employees were some of the organizations measures.
- Restructuring local resource mobilization,collaboration with the private sector,and partnering with local NGOs for a common forum are self-help measures HFE is working on.

5.2. Conclusion

- The study looked in to the effects of COVID-19 on operations of a local NGO. Through financial data collected from 3 years (to counter other potential factors) period immediately preceding the COVID-19 pandemic, it has provided strong evidence as to what the effects were on operations of HFE: significant funding and in-kind support losses. The losses hampered operations and functionality of the organization, and as an attempt to contain the effect, made the organization cut benefitto employees.
- The findings of the study will be among the first inputs in the knowledge gap on the effect of the pandemic on operations of local NGOs, a stepping stone to further studies on the topic, and resources to help anticipate and mitigate problems arising with such occurrences.

5.3 Recommendations

The study interviewed a small number of representatives from finance, human resource, and office of the CEO, and had FGD with some participants. A more robust response may be collected if the questions were administered to more people from each section. And even from other sections as well like the hospital and the midwifery school and thus this is recommended. A more comprehensive study with variables tailored to collect the effect of the pandemic from the employees' perspective will be helpful to understand the effect wholly. The world, Ethiopia and in particular the HFE is still in the midst of the pandemic and thus an ongoing study assessing the effect of the pandemic and coping mechanisms by the organization with the intent of learning from the challenges is also recommended. It follows that based on the findings and in line with the objectives of the study the following recommendations also can be drawn:

- The organization is severely challenged to gain access to donors who are abroad nor did it gain access to in kind support from those philanthropists. In this regard, regardless of the lack of an experience the organization in particular and many other NGOS had in such scenarios, it's high time to reconsider its sustainability plan. Provided that such challenges continue in such an intermittent way, the organization should give due attention to multiple way outs and create a tactical and strategic maps that can help it realize its vision.
- The operation and the functional wings have all been significantly affected. The organization's move in response to these challenges needs to be fine-tuned in such a way that its long term journeys are on the track in a way it can't affect its operation. It has to make sure any decisions passed during such times in response to challenges do not affect its values and realms articulated.
- Employees are the most valuable assets of the organizations. At such critical times, organizations join hands with their respective employees, craft a crisis management strategy in an all-out way and move their logistics towards this end. Hardly ever employee benefit cutting lets an organization settle in its momentum. Hence, the organization needs to consult its entire staff and consider an intervention mechanism in line with their say.

- Efforts directed by the organization are appreciated. Yet a lot more tasks through the mobilization of internal assets as its human capital and available technologies will have a significant boost to the organization.

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INTERVIEW QUESTIONS

Dear Respondent,

I am a post graduate student in AAU, Faculty of Business and Economics, in the department of Public Administration and Development Management. As part of my curriculum and as required for fulfilment of my master's degree, this interview is part of the research I am doing on 'The Effect of COVID-19 on Hamlin Fistula Ethiopia'. All responses given by you will be strictly kept confidential and used for academic purposes only. I thank you for taking time to respond to the questions.

Part I: Questions on funding and other in-kind support losses for Hamlin fistula Ethiopia during the coronavirus pandemic. –

1. To what extent do you think the pandemic affected Hamlin fistula Ethiopia's (HFE) regarding its funding?
 - a. Very severely
 - b. Severely
 - c. Moderately
 - d. Little
 - e. None
2. What is the difference in received revenue for running cost between the periods April 2019 – March,2020 and April,2020 – March 2021 in percentage, in HFE?
3. If there is any difference in question No.2 explains the reason.
4. What is the difference in received revenue for Capital cost between the periods April 2019 – March,2020 and April,2020 – March 2021 in percentage, in HFE?
5. If there is any difference in question No.4 explains the reason.
6. What the difference is in received in kind revenue between the periods April 2019 – March,2020 and April,2020 – March 2021 in percentage, in HFE?
7. If there is any difference in question No.6 explains the reason.
8. What is the difference in received Capital in kind revenue between the periods April 2019 – March,2020 and April,2020 – March 2021 in percentage, in HFE?
9. If there is any difference in question No.8 explains the reason.

10. What is the difference in budget between the periods July 2019-june,2020 and July 2020-June, 2021(the fiscal year) in percentage? Capital budget, running cost budget etc.
11. If there is any difference in question No.10 explains the reason.
12. Which work plan is affected by the pandemic financially? What do you think the reason?
13. What financial lessons have you learnt from this pandemic?
14. To what extent had operations of HFE been affected by this pandemic?
 - a. Very severely
 - b. Severely
 - c. Moderately
 - d. Little
 - e. None
15. Had there been any operations/tasks suspended in HFE because of the pandemic? Y/N
16. If any operations had been suspended, what were the reasons for the suspension?
17. What were the main operating pressures that HFE faced during April 2020- March 2021?
18. How had local and international Covid-19 measures affected your organization's operations?
19. What areas of operation do you believe had been most affected by Covid-19?
20. What have been the greatest challenges of Covid-19 to your organization's ongoing work?
21. How has the pandemic affected the strategic plan of HFE?
22. How many Employees were in Hamlin Fistula Ethiopia as of march 31,2020?
23. How many employees were in Hamlin Fistula Ethiopia as of march31,2021?
24. Did Hamlin Fistula layoff any employees due to the pandemic?
25. If yes, how many?
26. How has the pandemic affected recruitment of new employees in HFE?
 - a. Has HFE employed any new employees in the time period April2020 to March 2021?
 - b. How do you compare this employment with previous years? Is it decreased, the same, or increased?

27. Had HFE cut salaries of employees during the April 2020 to March 2021 period? If yes by how much %?
28. Had HFE cut benefits of employees during the April 2020 to March2021 periods? If yes, specify the types of benefits?
29. Have you had any Complaints from your staff related to violence or rejection because they were diagnosed with COVID- 19?
30. Have you had any reports of any added anxiety or stress from the staff or employees due to COVID-19? If yes, specify any reasons for that.
31. What plans were made by Hamlin fistula Ethiopia to cope with the possible donation shortage during the pandemic?
32. What self-help measures had Hamlin fistula Ethiopia taken so far?
33. What policies do you expect the government to put in place to help your organization overcome the difficulties?
34. What efforts had been made to keep the staff safe from COVID-19?
35. What technology had been implemented in order to continue work? If any, have you found them to be efficient?
36. How had your organization changed the way it manages funding since Covid-19?
37. Had there been any effort to partner with local organizations in influencing government policies towards NGOs?
38. Had your organization made any new collaborative efforts with the private sector since Covid-19 and if so how?

Recurrent Inkind Item Revenue

April,2017-March,2018	-30%
April,2018-March,2019	-43%
April,2019-March,2020	-10%

Capital Cash Income

April,2017-March,2018	90%
April,2018-March,2019	-93%
April,2019-March,2020	-81%

Capital Inkind Revenue

April,2017-March,2018	-70%
April,2018-March,2019	-50%
April,2019-March,2020	11%

Budget for Run. Cost

2017/18	-14%
2018/19	-5%
2019/20	-29%

Budget for Capital Cost

2017/18	-86%
2018/19	-88%
2019/20	-89%