

Running head: PARTICIPATORY ENGAGEMENT OF BENEFICIARIES IN NGO'S

Participation of Beneficiaries in NGO's Project from Planning up to Evaluation: The Case of  
Organization for Women in Self Employment in Ethiopia and Misrach Handicraft Training and  
Rehabilitation Center

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**DECLARATION**

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

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**Acronyms and Abbreviations**

ADB.....	Asian Development Bank
Beneficiary of Misrach Center.....	Beneficiary Study Participant of Misrach Center
Beneficiary WISE.....	Beneficiary Study Participant of WISE
CIRT .....	Center for Innovation in Research and Teaching
IDC.....	Italian Development Cooperation
IGAs.....	Income Generating Activities
ILO.....	The International Labour Organization
Misrach Center.....	Misrach Handicraft Training and Rehabilitation Center
MOLSA.....	Ministry of Labour and Social Affair
NASW.....	National Association of Social Workers
NGOs.....	Non-Governmental Organizations
PLWD.....	People Live with Disabilities
SACCOs .....	Saving and Credit Cooperatives
SENM.....	Swiss Evangelical Nile Mission
Staff of Misrach Center.....	Staff Study Participant of Misrach Center
Staff of WISE.....	Staff Study Participant of WISE Ethiopia.
WISE Ethiopia.....	Organization for Women in Self Employment in Ethiopia

### **Operational Definition**

**Participation:** The processes through which an organization enables beneficiaries to play an active role in the decision- making process and the activities that affect them.

**Participation in NGOs Operations** refers to the processes through which stakeholders influence or contribute to designing, implementing, and monitoring a development activity and service delivery of NGOs.

**Beneficiaries Participation in NGOs Operations** express the overall involvement of service users in NGOs' works from planning up to decision-making.

**Empower:** To give power and/or authority to another through insight and opportunity (Wayne & Rob, 1989).

**Engagement:** an appointment for the action of engaging or being engaged.

**Participatory Engagement:** the influence or contribution of stakeholders by engaging in the overall processes of the project and activities.

**Strength-Based Approach:** Focus on individual and/or community strengths that place emphasis on meaningful relationships and activities (Wayne & Rob, 1989).

**Abstract**

The purpose of this study was to assess the beneficiaries' participation in the WISE Ethiopia and Misrach Center in the overall process of the project stages from planning up to evaluation. The participants of the study were purposively selected beneficiaries, directors, and staff of the two organizations. In this research, a qualitative approach is used in which the data primarily collected through in-depth interviews, observation, and document review. The findings of the study pointed out that the level of the participation of beneficiaries in the two organizations had wide variation. In WISE Ethiopia, the beneficiaries have a role to influence the all processes of the project by their representative as an organization and directly in their unions, whereas in Misrach Center there was very little chance for the beneficiaries. Related to the perception assessments, all study participants had a strong stand on the needs of the beneficiaries' participation except two study participants from Misrach Center. Moreover, the study has revealed the existing challenges of the organizations in participating the beneficiaries. Misrach Center mainly related to the attitude problem of the management team and some beneficiaries was indicated. For the WISE Ethiopia illiteracy problems of some of the beneficiaries, lack of office, and assembly rooms for the unions of the women were listed. Working with the most marginalized, disadvantaged, and vulnerable groups of poor women and people live with disabilities (PLWD), is a concern of the social work profession. Skilled social work professionals need to consider the beneficiaries' participation and compulsory to assist their activities practically. Finally, studies have to be conducted which should be given emphasis particularly on the level involving the beneficiaries, related to perception, and challenges and opportunities on the processes of participating the beneficiaries. The study has implication for social work in terms of advocacy.

## **CHAPTER ONE: INTRODUCTION**

This chapter discusses the introductory part of the thesis that consists of the background of the study, statement of the problem, research questions, objectives of the study, significance of the study, the scope of the study, the limitations of the study, and at the last organization of the study.

### **1.1. Background of the Study**

Participation, rather than merely a goal in itself, helps to achieve better development results. By ensuring that stakeholders understand and can participate in the decisions, resource allocations, and activities that affect their lives, it could be possible to have better attainment of the benefits from this engagement. According to Asian Development Bank (ADB) (2008), in non-governmental organization (NGOs') operations, participation enables a range of stakeholders improves project processing and quality during implementation and strengthens the sustainability of development results. In our country Ethiopia several numbers of local and international NGOs have been participating in the overall development effort and poverty reduction programs, especially in areas the government cannot reach. However, many of them claimed that they used the approach of charity-based service provision instead of a strength-based approach and a top-to-bottom approach. That means everything is sourced and implemented by the organization without the involvement of the beneficiaries. NGOs need to develop a culture of accountability that reflects the differing interest of NGO stakeholders (Lupson, Beattie & Pilbeam, 2013). Beneficiaries are one of the stakeholders of NGOs, and so their interests in the organizational activities are important and must be taken into account.

The cornerstone of community-based development initiatives is the active involvement of members of a defined community in at least some aspects of project design and implementation.

## PARTICIPATORY ENGAGEMENT OF BENEFICIARIES IN NGO'S

According to the ADB (2008), stakeholder participation supports good governance, citizenship, and accountability and promotes innovation, responsiveness, and sustainability linked directly to development effectiveness. When potential beneficiaries make key project decisions, participation becomes self-initiated action; which has come to be known as the exercise of voice and choice or empowerment (Mansuri and Rao, 2004). According to Mansuri and Rao (2004), the active involvement and participation of beneficiaries' in NGOs programs lead to better-designed projects, better-targeted benefits, more cost-effective, more equitable distribution of project benefits, less corruption, it strengthens the capabilities of the citizenry to undertake self-initiated development activities, and it improves the match between what a community needs and what it obtains.

In this post modernization period, NGOs are expected to follow a strength-based approach instead of a charity-based approach. However, in practice, there might be differences within NGOs in using and implementing the strengths and capacities of their beneficiaries. For instance, Rebecca(2016, p.22):

*Small-scale, community development projects have incorporated participatory approaches to improve their long-term success; however, these projects are not as participatory or as successful as expected. Published reviews and project reports demonstrate many of these projects are participatory in name only. They include the rhetoric of participation and empowerment, but do not address the underlying attitudes or "us versus them" nature that often occurs in development projects. Intentionally or unintentionally, these attitudes lead to asymmetric flows of information, which result in limited beneficiary involvement in the project, especially in major decisions related to the project or choice of technology. The*

*absence of reciprocal information sharing limits participation conveys disrespect and prevents beneficiaries from developing a sense of ownership and gaining a deeper understanding of the project.*

The above quote indicates that although there is rhetoric about beneficiaries' participation in projects, it is only rarely seen in practice, but also that it is not as effective as it should be. The researcher wants to check it in the case of WISE Ethiopia and Misrach Center as study areas. In this study I want to assess the beneficiaries' participation from the planning up to the project evaluation in WISE and Misrach Center. This issue attracts my interest because many times I listen and observe the participation of beneficiaries in non-governmental or governmental organizations are not as needed in the overall project. I want to show the beneficiaries' level of participation from planning up to evaluation in WISE Ethiopia and Misrach Center in their project. When we see the organization of this thesis, it has five chapters. The first chapter will present the introduction that includes the background of the study, statement of the problem, research questions, and the general and specific objectives of the study, significance of the study, scope, and limitation of the study. In chapter two literature reviews which contain community participation in NGOs context, the dimension of participation, the opportunities and challenges of community participation, how to implement participatory approaches successfully, and theoretical framework related with the topic, and definitions and/or explanations of relevant concepts used in the study will present. Whereas chapter three is discussed the research methodology that is going to be implemented in this study. Chapter three includes researcher's philosophical paradigm, the research design, description of the study area, selection of study participants, method of data collection, method of data analysis, data quality assurance, and the ethical considerations discussed in more detail. In chapter four the major findings obtained through



different data collection tools have been presented and analyzed about the research questions in detail. The last, not the least chapter is chapter five. It contained discussion, conclusion, and social work implications of the study.

## **1.2 Statement of the Problem**

The community participation in the social and development project has resulted in creating awareness and efficiency, one of them mentioned as an example is participatory project led by East Dunbartonshire Council in Irish where providers and the public participated in asset mapping resulted in 50% increased awareness of mental health and wellbeing provision in the area (Irish, 2018). According to Mango (2009), it is widely recognized that NGOs are most effective when they are accountable to the people they aim to help. This means explaining their work to local people and involving local people in making decisions about their activities that is participation. It is true for long term development work and emergency humanitarian responses.

In this contemporary world NGOs are expected to use strength-based service provision instead of deficit-or problem-oriented model. A strengths perspective relates to empowerment as the process of helping individuals, families, groups, and communities increase their personal, interpersonal, socioeconomic, and political strength and influence toward improving their circumstances (Zastrow, 2012). The strengths perspective as a theory of empowerment builds on people's resiliency, resources, hopes, capacities and to be engaged in actively pursuing social justice. Due to the strengths perspective's commitment to promoting social and economic justice, it links with the developmental approach in social work and social welfare (Gray, 2002). The strengths perspective formed the theoretical basis for the research with the focus on the strengths of organizations as well as the beneficiaries to reach their goals.

## PARTICIPATORY ENGAGEMENT OF BENEFICIARIES IN NGO'S

Beneficiaries of the NGOs have strength and contribution to the effectiveness of the project proposed by the non-governmental organizations that aimed at eradicating or solving problems. Even if they have such strength and contribution, in many cases their role is limited only receiving the service provided by the organizations. If there is the active involvement of the beneficiaries in the overall project from the starting phase up to its termination, the effectiveness and sustainability of the project and the satisfaction of the beneficiaries could be high. Conveying respect fosters reciprocal information sharing because it demonstrates to the beneficiaries that their perspectives are valued, which encourages the beneficiaries to share their knowledge (Basu & Kaplan, 2015). Showing respect for someone can build trust, result in earning respect, and increase someone's willingness to participate (Basu & Kaplan, 2015). Listening also facilitates a collaborative approach because new insights or solutions can be discovered and considered (Basu & Kaplan, 2015). The UK-based charity organization called Mango (2009), described accountability to beneficiaries brings important practical advantages, including increasing the chance that an NGO's activities meet beneficiaries' real needs explained as the first, then increasing the sense of ownership that beneficiaries feel towards an NGO's work, which improves the chance of a long-term result, besides impact and supporting beneficiaries' self-respect and self-confidence also listed, and at last reducing the risk of fraud, or funds being used inefficiently also included.

The researcher has a number of reasons to deal with the issue. One of the reason is it has not been addressed in prior researches at the study area. Hence, conducting research on this issue helps to aware the community. For instance, in Misrach Center I got a study on "Impact Assessment of Misrach Handicraft Training and Rehabilitation Center." The main purpose of the impact assessment of multiple years of skills development trainings and education support to

persons with visual disability in Addis Ababa and its vicinity was to assess to what extent the skills training and education support of persons with disability have brought a substantial change in their lives and how far the program achievements are sustainable. Similar types of research on impact assessment done in WISE Ethiopia. Hence, the researcher believes that investigating such sensitive issue in such particular society is essential. This research is therefore, anticipated to fill the above research gaps. Based on my observation and discussion with different individuals, in our country many NGOs are still found in charity-based service provision and approach for their beneficiaries. In the post modernization period, using a participatory approach in organizations that are served people is important. For this reason, I have the interest to check it by conducting research on this topic mainly in WISE and MisrachCenter. I select this organization due to the fact that they have engaged in several programs, working with different groups of people and also are accessible by the researcher to get data and cooperation environment. I think these organizations are appropriate to assess the level of the participation of beneficiaries in their projects.

### **1.3 Research Questions**

The following major and specific research questions were developed to achieve the objectives of this study.

#### **Major Research Question**

How do the beneficiaries of WISE and Misrach Center participate in the project from planning up to evaluation?

### **Specific Research Questions**

- 1) What are the activities done by WISE Ethiopia and Misrach Center to participate beneficiaries in the project?
- 2) What are the perceptions of the beneficiaries'and staff' on the need of participating beneficiaries in the project?
- 3) What are the opportunities of and challenges faced by WISE Ethiopia and Misrach Center in participating beneficiaries?
- 4) What are the activities done by WISE Ethiopia and Misrach Center to know the satisfaction of the beneficiaries?

### **1.4 Objectives of the Study**

#### **1.4.1 General Objective**

Assessing the beneficiaries' participation in the WISE Ethiopia and Misrach Center in the overall process of the project stages from planning up to evaluation is the main objective of this study.

#### **1.4.2 Specific Objectives**

- 1) Identifying the activities done by WISE Ethiopia and Misrach Center to participate beneficiaries in the project.
- 2) Explore the beneficiaries and staff's perception of the need of participating beneficiaries in the project.
- 3) Explain the opportunities and challenges participating beneficiaries' in the process of the project stages at WISE Ethiopia and Misrach Center.

- 4) Identifying the activities done by WISE Ethiopia and Misrach Center to know the satisfaction of the beneficiaries.

### **1.5 Significance of the Study**

The significance of this study can be seen as follow. The study has been believed to have to generate a comprehensive set of empirical information on beneficiaries' participation from planning up to the evaluation of the project in WISE and Misrach Center. NGOs can use it as an input to design and implement a project and plan of action that as a significant participation of the beneficiaries. This study also has a significant contribution to understanding the issue of the participation of beneficiaries' in NGOs the overall project stages about participation, perceived reasons, challenges, and coping strategies. Understanding the perceived reasons helps the social worker to design proper strategies for intervention, and support. The finding contributes to social work implication like practice and research. It also serves as a reference to design strategies to participate beneficiaries within NGO project. In addition to the above, it will use for other researchers who have the interest to make research in other organizations; they get clues and base, and may as reference for their thesis work.

### **1.6 Scope of the Study**

One of the issues that determined the scope of this study is the title. So, based on the title, the study will focus on the issues related to beneficiaries' participation in the overall project process of WISE and Misrach Center. The participation of other stakeholders in addition to the beneficiaries and other issues related to the organizations will not be the focus of the research. About the areas, the study only sees the case in WISE and Misrach Center. And the participants of the study will be beneficiaries who are currently serving users of the

centers and staff of WISE and MC. So, the findings of this study will only show beneficiaries' participation from planning to an evaluation in the project of WISE and Misrach Center.

### **1.7 Limitation of the Study**

The study had a limited scope focusing on the beneficiaries' participation from planning up to the evaluation of the project taking the case of two NGOs that were WISE and Misrach Center from Addis Ababa. This research is only done in the case of WISE and Misrach Center so; it cannot show other NGO reality. It happened due to accessibility limitations, the research depends only on the analysis of the issue from the two organizations to validate the findings of this study. It tried to explore the experience and attitude of the organizations staff and beneficiaries, their challenges encountered and the opportunities got in the process of the participation from the perspective of both sides. The study didn't entertain the perspectives of other actors/ stakeholders. Mostly ordinary beneficiaries' perceptions of their participation were not included because they would lack complete information about the processes involved in participation in the project from planning up to evaluations, its functions, as well as their role, have played.

Other limitations also included: The researcher could not employ assistants to assist him in data collection and analysis due to budgetary constraints. Getting participants for the study in time also required lots of visits /revisits. Besides, from the above limitation, the researcher got difficulty accessing researches and literature on the issues. Nevertheless, the investigator believes that the present study would at least contribute to add on and/or fill the gaps on the subject. The investigator still suggests more comprehensive research (which has coverage of more organizations, using qualitative and quantitative methods and representative samples) to be conducted in the area.

### **1.8 Organization of the Study**

This study is organized in to six chapters. The first chapter is an introduction that includes the background of the study, statement of the problem, research questions, and objectives of the study, the significance of the study, the next scope of the study, and at the end limitations of the study. The second chapter deals with the review of related literature; and then the third chapter contains the research design and methodology applied. In the fourth chapter, findings are presented and the next chapter deals with the discussion of the finding, conclusion, and social work implication.

## **CHAPTER TWO: REVIEW OF RELATED LITERATURE**

In this chapter, the researcher review related literature discussed. The chapter will show the reviewing on the topics of the community participation in NGOs context, and the dimension of participation, how to implement participatory approaches successfully, theoretical framework, and definitions and/or explanations of relevant concepts used in the study of the study.

### **2.1 Community Participation in NGOs Context**

The word participation can be defined and described differently based on the contexts. There was broad acceptance of the definition proposed by Paul (1987), in the context of development, community participation refers to an active process whereby beneficiaries influence the direction and execution of development projects rather than merely receive a share of project benefits. Participation in NGO operations refers to the processes through which stakeholders influence or contribute to designing, implementing, and monitoring a development activity. Participation is essential for building strong relationships between a state and its citizens for mutual accountability, responsive public service delivery, and social and economic inclusion of disadvantaged groups. In NGOs' operations, participation enables support and ownership by a range of stakeholders, improves project processing and quality of the entry, improves quality during implementation, and strengthens the sustainability of development results (ADB 2008).

According to Paul (1987), accountability related to participation means providing people with the opportunity to understand and influence the key decisions, which are made during in NGO's work. In practical terms, accountability to beneficiaries is made up of five components: these are providing information, representing the vulnerable, involving people in making decisions, a complaints procedure, and the attitudes of NGO staff (Paul, 1987). Beneficiary accountability is intended to ensure that the beneficiaries of NGO operations are empowered to



claim their internationally defined rights concerning both the state and other civil society organizations (such as NGOs) (O'Dwyer and Unerman, 2010). The cornerstone of community-based development initiatives is the active involvement of members of a defined community in at least some aspects of project design and implementation. When potential beneficiaries also make key project decisions, participation becomes self-initiated action-what has come to be known as the exercise of voice and choice or empowerment. This is because the project will be more consistent with the preference of the target group. According to Mango (2009,p.2),

*accountability to beneficiaries brings important practical advantages, including: increasing the chance that an NGO's activities meet beneficiaries' real needs, increasing the sense of ownership that beneficiaries feel towards an NGO's work, which improves the chance of long-term impact, supporting beneficiaries' self-respect and self-confidence and reducing the risk of fraud, or of funds being used inefficiently.*

According to ADB (2008), the approach and depth of participation vary depending on the development context and activity, but several principles remain constant like promoting accountability and transparency by facilitating decision-makers accountable to their stakeholders and by increasing communication and openness about activities, and transparency in the objectives of participation and degree of stakeholder influence. All levels participation of stakeholders on decision making on policy, program and projects based on their skills, abilities and interests is also list the other core principle. Ensuring participation accessible to all people, considering value diversity, the participation must be voluntary and at the last encourage stakeholders to create their ideas and solutions are the core principle of participation as discussed by ADB.

## 2.2 Dimensions of Participation

Fowler (2000, p.22-23) addresses the dimension of 'to what extent?' as "depth" of participation, 'who participates?' as "breadth" and 'when to participate?' as "timing". Fowler's assessment of the three dimensions of participation is as follows; Depth, which is a measure of stakeholders' influence on decision-making. Breadth, which refers to the range of stakeholders involved, whose views and actions, must be taken into account; and Timing, which relates to the stage of the process at which stakeholders are engaged. What is the essence in Fowler's analysis is a balanced combination of these three dimensions of participation in the development process, which counts equal significance on each of them. Specifically, Fowler states that the intensity of ownership and commitment of participants is determined by the way the three aspects are approached and made to interact. Insufficient depth can result in complacency or passive cooperation. When breadth is inadequate, decision-making becomes too dependent on a few participants and their interests. The timing of involvement influences the quality and soundness of negotiation. Inappropriate timing, or late inclusion of stakeholders, leads to "perceptions of tokenism, co-optation, disrespect, and disempowerment" (Fowler, 2000, p.22). Fowler continues that a well-functioning participation framework balances depth, breadth, and timing actively based on local conditions. It is counter-productive once all aspects of participation become 'lopsided'.

The forms of participation established by White as discussed on the above unfold some reflections associated with Fowler's dimensions of depth and breadth. Concerning breadth, the representative form could be the case of control and influence by the local elite as presented earlier. Regarding depth, the nominal form presents vacuum participation, offering a nil quality of contribution. As the term itself denotes, it is merely in the name of participation, without any

active substance and thus any depth. On the contrary, the instrumental and transformative forms do comprise depth of participation, as participants can contribute, make decisions, and act independently. But, the depth of transformative participation is likely to be relatively deeper than that of the instrumental one since the former allows opportunities for decision-making and influence-exerting, while the latter may provide fewer opportunities for this although participants do contribute something. Hence, we finally can conclude that participation processes should be time-sensitive and not cause a significant imbalance between depth and breadth. Then, how do we know whether depth and breadth are balanced? This question will depend on both forms and mechanisms of participation applied in the process.

### **2.3 Implementation Strategy of Participatory Approaches**

According to Mansuri and Rao (2004), suggest the beneficiaries' participation mainly focuses on making key project decisions. Whereas based on Paul (1987), participating in beneficiaries categorized in to five components: these are providing information, representing the vulnerable, involving people in making decisions, a complaints procedure, and the attitudes of NGO staff. Related to forms of participation is how to involve concerned subjects in the process of participation. As diverse as its concepts, participatory approaches, and methods for engaging stakeholders; are very varied depending mainly on types of projects, development contexts, and the quality of relationships between actors. The World Bank (1994, p.12) delineates six mechanisms employed in its project and policy work to facilitate participation: First, information-sharing, which makes information available to local stakeholders such as through media, seminars, presentations, and public meetings; Second, consultation, in which local stakeholders provide information at different stages such as through consultative meetings, and field visits and interviews; Third, joint assessment, which engages relevant stakeholders in

analyzing local situations and the potential project by utilizing such methods as participatory assessment and evaluation, and beneficiary assessment; Fourth, shared decision-making, which enables stakeholders to influence on project design by allowing them to partake in planning, discussion, and determination of positions, priorities, and roles, and to make revisions and agreements on issues relative to the project. This would be done through workshops, retreats, meetings, and public reviews; Fifth, collaboration, in which stakeholders hold a principal role in and responsibility for project implementation such as through joint committees, working groups, and task-forces; and Sixth, Empowerment, which relates to capacity-building of stakeholders that would enable them to develop and manage their own initiatives; and eventually they would contribute more effectively to the project.

Premised upon White's forms of participation identified previously, the first three mechanisms contain some instrumental aspect, while the last three-view participation as transformative. Moreover, these mechanisms present a weak-to-strong continuum in terms of 'depth' as measured by Fowler above (i.e., 'influence on decision-making'). (This confirms the earlier observation, which notices that the depth of transformative participation is likely to be relatively deeper than that of the instrumental one). In many ways, the first three mechanisms, which promote joint learning and stakeholder inputs, lay the groundwork for the final three which generate more active and meaningful participation in terms of enabling 'influence and shared control' over development initiatives, decisions, and resources. Somehow, the first three categories do not in themselves fulfill the progressive concept of participation, for information exchange does not necessarily mean genuine 'influence and shared control' over these critical elements. World Bank (1994), suggest that a meaningful participation framework in the

development process would compose; both instrumental and transformative mechanisms of participation; and an appropriate balance among depth, breadth, and timing of participation.

#### **2.4 The Opportunities and the Challenges of Community Participation**

Beneficiaries' participation in the projects on NGOs creates opportunities and has challenges. The opportunities in NGOs' operations, participation enables support and ownership by a range of stakeholders, improves project processing and quality of the entry, improves quality during implementation, and strengthens the sustainability of development results (ADB 2008). According to Michael (1986), active community participation in project planning and implementation may improve project design through the use of local knowledge; increase project acceptability; produce a more equitable distribution of benefits; promote local resource mobilization; and help ensure project sustainability. As Michael (1986), community participation may also entail the following challenges: delays in project start-up; necessary staff increases; and pressure to raise the level or range of services. Participatory approaches may also be riskier than bureaucratic/technical management as there is a danger of the cooptation of the project by certain groups, the creation of conflicts, or losses of efficiency due to inexperience with the participatory approaches.

According to ADB (2008), stakeholder participation supports good governance, citizenship, and accountability and promotes innovation, responsiveness, and sustainability linked directly to development effectiveness. Mansuri and Rao (2004), also discussed the active involvement and participation of beneficiaries in the NGOs programs have the contributions that will lead to better-designed projects, better-targeted benefits, more cost-effective, more equitable distribution of project benefits, less corruption, it strengthens the capabilities of the citizenry to

undertake self-initiated development activities, and it improves the match between what a community needs and what it obtains.

The UK-based charity organization called Mango (2009), described accountability to beneficiaries brings important practical opportunities, including increasing the chance that an NGO's activities meet beneficiaries' real needs explained as the first ,then increasing the sense of ownership that beneficiaries feel towards an NGO's work, which improves the chance of a long-term result, besides, impact and supporting beneficiaries' self-respect and self-confidence also listed, and at last reducing the risk of fraud, or of funds being used inefficiently also included. Conveying respect fosters reciprocal information sharing because it demonstrates to the beneficiaries that their perspectives are valued, which encourages the beneficiaries to share their knowledge (Basu & Kaplan, 2015).

## **2.5 Theoretical Framework**

The strengths perspective formed the theoretical basis for the research with the focus on the strengths of organizations as well as beneficiaries in order to reach on their goal. The strengths perspective developed in response to the critique of the "deficit-oriented psychotherapeutic model that dominated social work practice" (Pulla, 2012, p.55). Contrary to the medical model, the strengths perspective is rooted in theories of empowerment and ecosystems, with underpinnings of humanistic philosophy (Pulla, 2012). The strengths perspective as a theory of empowerment builds on people's resiliency, resources, hopes, capacities and to be engaged in actively pursuing social justice. Due to the strengths perspective's commitment to promoting social and economic justice, it links with the developmental approach in social work and social welfare (Gray, 2002) which asserts that people have the capacity to develop and become independent and self-reliant, should their strengths be identified and utilized (Birkland, 2005).

A strengths perspective entails working with people to promote positive change to achieve social development and sustainable employment where services should be based on the principle of helping people discover, embellish, explore and exploit their strengths and resources (Weyers, 2011). A strengths perspective relates to empowerment as the process of helping individuals, families, groups, and communities increase their personal, interpersonal, socioeconomic, and political strength and influence toward improving their circumstances (Zastrow, 2012). Saleebey (2009) mentions that empowerment indicates the intention to assist, and the processes of assisting individuals, groups, families, and communities to discover and expand the resources and tools within and around them. The strengths-perspective therefore, will an appropriate theoretical model for researching services rendered to the beneficiaries of WISE Ethiopia and Misrach Center. Therefore, a strengths-based approach is not simply about different tools or methods that are used with people who use services; it is about different concepts, structures, and relationships that build in support services.

## **2.6 Definitions and/or Explanations of Relevant Concepts Used in the Study**

### **2.6.1 Meaning of Participation**

According to Mikkelsen (1995, p.62), the meanings of participation are presented in the following different ways. The first one is participation in the voluntary contribution by people in projects, but without their taking part in decision-making. Second is also participation in the sensitization of people to increase their receptivity and ability to respond to development projects. The third one is participation is an active process, meaning that the person or group in question takes initiatives and asserts his/her or its autonomy to do so. And then the fourth one is participation is the fostering of a dialogue between the local people and the project preparation, implementation, monitoring, and evaluation staff to obtain information on the local context and

on social impacts. The next meaning stated as participation is voluntary involvement of people in self-determined change. The last one is participation involved in people's development of themselves, their lives, and their environment.

### **2.6.2 Empowerment**

Rowlands (1997) cited the difficulties in defining the concept of empowerment. He indicated that there was no consistent analytic framework to help those involved in the analysis of empowerment in different contexts, or how to track empowerment activities or effects. According to the World Bank (2006), an empowerment approach ensures the possession of the capacity to make an effective choice. This capacity is primarily influenced by two sets of interrelated factors; agency and opportunity structure; i.e., actor's ability to make meaningful choices and use a person's or group's asset endowment as an indicator which includes psychological, informational, organizational, material, financial and human assets. While explaining the opportunity structure as shaped by the presence and operation of formal and informal institutions, laws, regulatory frameworks, and norms governing people's behavior.

### **2.6.3 Engagement**

Engagement can describe involvement in the activities or an appointment for the action of engaging or being-engaged. In addition, the influence or contribution of stakeholders by engaging in the overall processes of the project and activities called participatory engagement. The community engagement interventions are effective at improving confidence, behaviors, and perceived social support in both individuals who engaged and communities as a Whole (O'Mara-Eves A, and Colleagues, 2013). The engagement has also resulted in an increased feeling of community cohesiveness (Phillips and Colleagues, 2014).



#### **2.6.4 Disabilities**

A disability is any continuing condition that restricts everyday activities. The Disability Services Act (1993) defines 'disability' as meaning a disability; which is attributable to an intellectual, psychiatric, cognitive, neurological, sensory or physical impairment or a combination of those impairments; which is permanent or likely to be permanent, and which may or may not be of a chronic or episodic nature. And which results in substantially reduced capacity of the person for communication, social interaction, learning or mobility and a need for continuing support services. Internationally there is debate about the relative merits of the terms "people with disabilities" and "disabled people", uses both forms interchangeably, reflecting accepted usage in different parts of the world (ILO, 2008, P.48).

People with disabilities can and want to be productive members of society. In both developed and developing countries, promoting more inclusive societies and employment opportunities for people with disabilities requires improved access to basic education, vocational training relevant to labor market needs and jobs suited to their skills, interests and abilities, with adaptations as needed. Based on the World Report on Disability jointly issued by the World Bank and World Health Organization (2011), there are an estimated million children, adults and elderly persons with disabilities in Ethiopia, representing 17.6 per cent of the population. A vast majority of people with disabilities live in rural areas where access to basic services is limited. In Ethiopia, 95 per cent of all persons with disabilities are estimated to live in poverty. According to MOLSA (2010), many depend on family support and begging for their livelihoods. A study in Oromia region, for instance, found that 55 per cent of the surveyed persons with disabilities

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depend on family, neighbors' and friends for their living, while the rest generate meager or insufficient income through self-employment; begging and providing house maid services.

### **CHAPTER THREE: RESEARCH METHODOLOGY**

In this chapter methods and strategies in which the researcher applied in the processes of the study are discussed. This chapter contains the research philosophical paradigm, the research design, description of the study area, and selection of study participants, method of data collection, and method of data analysis, data quality assurance, and ethical considerations in more detail.

#### **3.1 Philosophical Paradigm**

Research is based on assumptions about how the world is perceived and how can best comes to understand it. The decision to prefer the research philosophy tells the readers about the interest and the philosophical stance of the researcher. Philosophical orientation has implications for every decision made in the research process including the choice of method. In this regard, the basic assumption of this research is constructivist. Social constructivists believe that individuals seek understanding of the world in which they live and work. Individuals develop subjective meanings of their experiences meanings directed toward certain objects or things. These meanings are varied and multiple, leading the researcher to look for the complexity of views rather than narrowing meanings into a few categories or ideas (Creswell,2009). This study, therefore, explored the beneficiaries' participation on the project from the planning up to evaluation based on the above philosophical construct.

#### **3.2 Research Design**

The main objective of the study is to assess the beneficiaries' participation in the WISE Ethiopia and Misrach Center in the overall process of the service provisions and project stages from planning up to evaluation. In order to achieve the stated objective the qualitative descriptive with concurrent triangulation strategy was used. Qualitative research is characterized by its aims,

which relate to understanding some aspects of social life, and its methods which in general use words, rather than numbers, as data for analysis. Qualitative research covers an array of interpretive techniques which seek to describe, interpret, translate, and otherwise come to terms with the meaning of naturally occurring phenomena in the social world (Kumar & Ranjit, 2015). Qualitative methods generally aim to understand the experiences and attitudes of participants of the research. These methods aim to answer questions about the 'what', 'how' or 'why' of a phenomenon rather than 'how many' or 'how much', which are answered by quantitative methods (Michael, and Michael, 2002). Different forms of qualitative traditions exist and the design of the research within each has distinct features (Cresswell, 1998). Qualitative research has various forms and they have their own unique features. The case study, grounded theory, phenomenology, ethnography, historical research, and action research are the various forms of qualitative research.

A case study is one of the qualitative research forms that study a holistic inquiry that investigates a contemporary phenomenon within its setting. According to Kenneth (2002) case studies can deal with either single or multiple cases. There are two types of single case study: the intrinsic and the instrumental. The intrinsic case study is done to learn about a unique phenomenon that the study focuses on. The instrumental case study is done to provide a general understanding of a phenomenon using a particular case. The case chosen can be a typical case although an unusual case may help illustrate matters overlooked in a typical case because they are subtler there. The collective case study is done to provide a general understanding using a number of instrumental case studies that either occurs on the same site or come from multiple sites. In this study, the researcher used an instrumental case study to get a general understanding of beneficiaries' participation from planning up to the evaluation of the project using WISE

Ethiopia and Misrach Center as a particular case. The research selects the instrumental case study from the other forms of a case study; it is studied to provide insight into an issue and by believing appropriate to meet the objective of the research.

### **3.3 Description of the Study Area**

Based on their accessibility to get data and cooperation environment for the researcher there would be two study sites, they were WISE Ethiopia and Misrach Center. Description of the study areas stated as follows.

#### **3.3.1 Organization for Women in Self Employment in Ethiopia**

WISE Ethiopia one of the study areas. The head office of WISE Ethiopian is found in Nefas Silk Lafto-City Woreda 08 Addis Ababa, Ethiopia, around the locally called “*Goteramasalecha*”. The Organization for Women in Self Employment (WISE) is a charity registered with the Ministry of Justice since August 1997 and has been operating since January 1998. WISE envisions a nation where women are economically empowered and absolute poverty is eradicated (Profile of WISE, March, 2019). The organization exists to help poor self-employed women and girls in their efforts to attain self-reliance, improve the quality of their lives, and thereby enhance their contribution to the development of Ethiopia. WISE attempts to pursue a holistic approach in addressing the problems of poverty among this target group. Its engagement is based on core values that have been nurtured since its inception and continue to inspire and motivate its staff and govern the day-to-day activities of the organization. These core values include accountability, participation, empowerment, compassion, commitment to excellence, and partnership. WISE Capacity Building Project holds 54 women cooperatives running micro and

small businesses in saving and credit cooperatives (SACCOs) established in 47 Woredas of 7 sub-cities of Addis Ababa.

### **3.3.2 Misrach Handicraft Training and Rehabilitation Center**

The second study area of this research is Misrach Handicraft Training and Rehabilitation Center (Misrach Center). It is one of the programs of Services along with the Nile International Ethiopia (SNIE). The center is one of the few rehabilitation centers located in Addis-Ababa around the Kotebe area. Which has been involved in training and rehabilitation of persons with disability to be self-supportive and to provide Braille skills development to Blind and visually impaired adults for further integration/inclusion in to the regular school system and improve the quality of lives of people with disabilities in Addis Ababa and its vicinity. Misrach Center in this regard seems to have taken the right course of empowering persons with a disability by providing pre-inclusive /integrated education basic skills and marketable vocational/skills training for over two decades in preparing persons with disabilities for life with dignity.

When we see the history of the center since 1900 Swiss Evangelical Nile Mission (SENM) has been working in the countries along the Nile in the area of Health, Education, Rehabilitation, and Agriculture. In 1962 SENM was invited to work in the North of Ethiopia. From there it expanded its services to Addis Ababa and Southwest of Ethiopia. In 1982 SENM started the Misrach Center for persons with disabilities in co-operation with the Rehabilitation Agency (RA), Ministry of Labour and Social Affairs (MOLSA), and Disaster Prevention and Preparedness Commission (DPPC).The Misrach Center is serving adult persons with disabilities. They are deaf, blind, or otherwise physically handicapped. The vision of Misrach Center is economic integration and social inclusion of persons with disabilities.

### **3.4 Selection of Study Participants**

According to Kumar & Ranjit (2005), qualitative research participants' determination depends on what the researcher wants to know, the purpose of the inquiry. And also they explain it is difficult to state study numbers in qualitative data collecting methods. And so, the number of data or information gathering depended on the extent of data saturation exist. That means the researcher stop data gathering when a new outlook or new insight could not heard. The target population of this study was beneficiaries who got services from WISE Ethiopia and Misrach Center at the time the researcher did the study. For the implementation of this study, the researcher used a purposive or judgmental sampling technique. Since, in order to select the staff and beneficiaries' informants of the study purposive sampling has been used with proposed inclusive criteria. In this research case, experience of staff on working with beneficiaries was put above six month, staff who had roles for the services provisions would be the other informants of this study, and position in the organization are stated as inclusion criteria. In this regard, the researcher selected study participants who would best served the purposes of the study. From WISE, four staff informants participated in the interview. These were the director, two project coordinators and a social service coordinator. In the case of Misrach Center also four staff informants participated, these were the director of the organization, a social worker, and two trainers.

In this study, beneficiaries' were supposed to have much information and better understand about the research issue and enough information about the overall situations regarding the project provided to them by the organizations, in addition beneficiaries who had above six month stay in the organizations. And also, I have considered mainly for beneficiaries' participants based on their categories' like different disabilities group they are two deaf, a blind,

or otherwise three physically handicapped and based on their sex three men and three women for Misrach Center, and totally their numbers were six. For WISE, all beneficiaries of the organization were females and the research informants also females, they recruited from different unions, their number was nine. Their willingness in both organizations, and also it considered beneficiaries who were actively getting services from the organization at the time of study also was considered. Participants who fulfilled the inclusion criteria and in additions that were willing to participate in the study were incorporated for both the staff and the beneficiaries, purposive sampling technique applied to make the interview.

### **3.5 Method of Data Collection**

For this research, the researcher used both primary and secondary data sources to assess beneficiaries' participation from planning up to the evaluation of the projects in WISE Ethiopia and Misrach Center. Primary Sources are data sources that are collected by the researcher himself/herself and get first-hand information, and secondary data is the data that has been already collected or prepared by others and readily available from other sources (Zina, 2014). Therefore, for this study in-depth interview and personal observation were the primary data collection techniques and document review was the second one.

#### **3.5.1 Interview**

“The interview methods involve questioning or discussing issues with people. It can be a very useful technique for collecting data which would likely not be accessible using techniques such as observations or questionnaires” (Loraine B, Christina H, & Malcolm T, 201pg 193). An interview is one of the important qualitative research methods in which the researcher collects data directly from the participants. According to Zina (2014), the interview method can be



classified in to three. These are structured interviews, semi-structured interviews and unstructured interviews. In the structured interview, interviewers can start with pre-established questions, in a pre-determined order, with a standard mode of delivery. Whereas semi-structured interviews use a defined questioning plan but will shift in order to follow the natural flow of conversation. And the last type of interview is an unstructured interview that makes interviews without predetermined questions attempts to draw out information, attitude, opinions, and beliefs around particular themes, ideas, and issues. The researcher selected a semi-structured interview for this study in the form of an in-depth interview. The in-depth interview was used to interview beneficiaries' participants and the administrators and staff of the organization informant interview who knew what going in the WISE and Misrach Center.

### **3.5.2 Observation**

According to Creswell (2009:181) "through qualitative observations it is possible that researchers can take field notes on the behavior and activities of individuals at the research site. The observation method is one of the potential primary data collection methods in qualitative research that invites the researcher to see and test the environment that actually exists". According to Zina (2014), the observation can be classified as a participant and non-participant observation. Participant observation is an observation when the researchers become part of the group, team, or community. Whereas, non-participant observation is an observation that the researcher does not become an integral part of the group, team, or community but physically present only to observe the environment. In this study, the researcher became a non-participant observer because there was no need to engage in the programs of WISE and Misrach Center. And the aim of the observation was to cross-check what the participants said and the actual condition related and to see the real situation. The main data collected by observation were the

office and meeting rooms' condition, the beneficiaries' participation on different activities their communication with the staff of the organization, and also their response at the time of the interview. This was achieved by being there through visiting the sites of service delivery that were meeting rooms, main office and observing discussion sessions. For this purpose, observation checklist is prepared and filled during data collection through observation method (attached in the annexes part of this research).

### **3.5.3 Document Review**

In this study document review was the secondary method of data collection on the beneficiaries' participation of the project in WISE and Misrach Center from planning up to evaluation. The researcher did not create dates that are found in documents but it already exists in the WISE and Misrach Center. The aim of the document review was to corroborate and triangulate data from interviews and observations. So, relevant materials for the purpose of this study were reviewed. The document review done by collecting necessary documents from the organizations, and analyzed them and used for the study.

The data collection instruments of this study as stated in the above in-depth interview, document review, and observation have their strength and also limitations. An in-depth interview is flexible and can be used to collect large amounts of information through putting inclusive criteria for example in this research case, all the in-depth interview participants are supposed to have higher exposure to the services that are provided by WISE and Misrach Center and have to experience. For instance, for the case of WISE, the researcher was considering women position in their unions for beneficiaries and organizational position for staff of WISE. For the case of Misrach Center for beneficiaries, the researcher was considering different disability groups and individuals who can express their idea, however, for the side of staff was focused the same with

what was done for WISE. Regarding document review, the researcher got much information and a better understanding of the organization's history, services, and the beneficiaries' participation by looking at the document that was available like the profile of the organizations and yearly reports. On the last tool, observation, it was going to be employed to enrich the information gathered through other methods. Also, it assisted the researcher to understand and obtain information for the study.

### **3.6 Method of Data Analysis**

In the form of summarizing of in-depth interviews, non-participant observations, and document review, the data were analyzed. Analyzing the situations and events that actually occurred in the process of data collection was also reflected. There was systematic analysis of the data gathered through various sources to increase the credibility of the research findings. In this study, the researcher employed qualitative research methods, so the data were primarily qualitative or subjective in nature. To bring a deep and rich understanding of the beneficiaries' participation in the overall project of WISE and Misrach Center from planning up to evaluation, the researcher decided to use a case study strategy under the qualitative descriptive method. According to Center for Innovation in Research and Teaching (CIRT)(2018), qualitative data analysis can occur simultaneously with the data collection, and so meaning and understanding often develop slowly over time in a non-linear fashion. From the primary data source, I took interview notes, recordings, and memos from observation and from a secondary data source that are readings from different documents were the form of the output of the collected data. I transcribed, translated, codified, categorized, and at last, thematically analyzed. The starting point for the data analysis of this study was by transcribing the collected data. At the end of the interviews, the response of the informants was transcribed in to the paper. After getting the

consent of study participants', the interviews were tape recorded. Some participants were not willing to be tape recorded and the researcher has used note-taking. Attentive listening more than talking and careful recording or note-taking were implemented for effective resources gaining.

After transcribing the collected data in Amharic language, the next step was to translate the transcribed data into the English language. The medium of communication when conducting an interview was the Amharic language to have effective communication. Next to translating was coding carefully which means categorizing the data and creating a framework for the gathered data. For similar ideas were getting their own code and made to identify simply one another. Categorizing or classifying the data was the other step of data analysis. In this step the researcher classified and categorized the coded data based on their similarities and uniqueness for the purpose of preparing them for easier data analysis. Themes related to research questions were selected, organized and analyzed. The findings were discussed by triangulating data from interviews, observation, and document review. Finally, based on the findings of the study conclusions and implications are drawn.

### **3.7 Data Quality Assurance**

According to Creswell (2009, p.190), "the validity of qualitative research is met by using certain procedures such as checking the accuracy of the findings". He suggests to assess the accuracy of the findings and to convince the readers the use of multiple strategies should enhance the researcher's ability. For this study, the researcher has used triangulation as a core means to assure the quality of the research. The data from staff and beneficiaries informant interviews, document review and observation were triangulated as a way of strengthening confidence in their validity. The researcher is also comparatively analyzed the staff informant

interviews and beneficiaries interview results, with data from observation and document review in order to arrive at conclusion. And made a double translation and showed to friends to check the data and see their reflections also implemented. Reframing question by asking the same question in different way, following structural coherence during analysis, and using an external reviewer and peer examination also applied in addition to triangulation.

### **3.8 Ethical Consideration**

Considering the confidentiality of participants' responses can be one of the important points in ethical consideration. Participants participation in the research is based on their willingness and by assuring of completed anonymity and made them know they had the right not to give the answer for any question that they feel uncomfortable about and even withdraw from the research. Both the researcher and the informants had agreement format to sign up before the data collection process, and that helped to make the study based on the participants' willingness or consent to participate in the study. The consent form explained the objective of the study, the assurance that the participation was voluntary and included their right to withdraw any time from the study, why they were selected in this study and that their participation had no risk and harm and only for academic purpose.

## **CHAPTER FOUR: FINDINGS**

Under this chapter, the major findings obtained through different data collection tools have been presented and analyzed in relation to the research questions. First, the socio-demographic characteristics of the study participants were presented. Next to this, the activities are done by WISE and Misrach Center to engage beneficiaries in the project, how to know the satisfaction of beneficiaries in the organizations, the perceptions of the beneficiaries on the situation that encourages or hindered their participation, and the opportunities and challenges faced by WISE and Misrach Center in participating beneficiaries' are presented. While presenting the findings of the study, the researcher employed abbreviation names and if necessary their position in the organizations instead of participants' real names to all research participants to maintain confidentiality. For staff participants of WISE the researcher used the abbreviation that is Informant Staff of WISE 1, Informant Staff WISE 2, and so on. For MC also used Informant Staff MisrachCenter1 and the like. For beneficiaries similar technique was applied, Informant Beneficiary WISE and Informant Beneficiary Misrach Center for WISE and Misrach Center beneficiaries consequently.

### **4.1 . Socio-Demographic Characteristics of Study Participants**

In this section, the socio-demographic characteristics of the study participants were presented. The analysis of socio-demographic characteristics of study participants included variables such as age, sex, educational qualification, experience, and position for staffs of WISE Ethiopia and Misrach Center, and beneficiaries of the two organizations including the variables that are age, sex, educational status, marital status, and source of income are depicted on the following tables.

**Table 1: Background Characteristics of staffs of WISE Ethiopia**

Code Name	Given Position	Sex	Age	Educational Qualification	Experience
Informant Staff WISE 1	Representative of the Director	Female	43	BA Degree	16
Informant Staff WISE 2	Project Officer	Female	40	BA Degree	15
Informant Staff WISE 3	Project Officer	Female	50	BA Degree	20
Informant Staff WISE 4	Social Service Coordinator	Female	24	Diploma	6 Months

Source; Staff of WISE Ethiopia Informant Interviewees (2019).

**Table 2: Background Characteristics of staffs of Misrach Center**

Code Name	Given Position	Sex	Age	Educational Qualification	Experience
Informant Staff Misrach Center 1	Misrach Center Director	Male	65	BA Degree	40
Informant Staff Misrach Center 2	Social Worker	Male	34	BA Degree	15
Informant Staff Misrach Center 3	Tailor Trainer	Female	40	Diploma(textile)	15
Informant Staff Misrach Center 4	Puzzles Trainer	Male	32	Certificate(in MC)	2

Source; Staff of Misrach Center Informant Interviewees (2019).

**Table 3 Background Characteristics of Beneficiaries of WISE Ethiopia**

Code Name	Sex	Age	Educational status	Marital status	Source of income
Informant Beneficiary WISE 1	Female	40	Grade 6	Divorced	Trade & renting house
Informant Beneficiary WISE 2	Female	43	Grade 12	Single	Private
Informant Beneficiary WISE 3	Female	34	Grade 10	Married	Trade

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Informant BW4	Female	40	Grade 12	Married	School feeding program
Informant Beneficiary WISE 5	Female	60	Grade 8	Single	Trade
Informant Beneficiary WISE 6	Female	45	Grade 10	Married	Housewife
Informant BW7	Female	52	Grade 5	Single	Supported by her children
Informant Beneficiary WISE 8	Female	33	Grade 2	Divorced	Daily laborer
Informant Beneficiary WISE 9	Female	29	Grade 7	Married	House-wife

Source; Beneficiaries of WISE Ethiopia Informant Interviewees (2019).

**Table 4**Background Characteristics of Beneficiaries of Misrach Center

Code Name	Sex	Age	Educational status	Marital status	Source of income	Disability type
Informant Beneficiary MisrachCenter1	Male	30	Grade 5	Married	-	Blind
Informant Beneficiary MisrachCenter2	Female	30	12 completed	Divorced	Safety-net	Physically disabled
Informant Beneficiary MisrachCenter3	Female	28	Grade 8	Unmarried	Personal	Physically disabled
Informant Beneficiary MisrachCenter4	Male	30	Grade 10 completed	Unmarried	-	Physically disabled
Informant Beneficiary MisrachCenter5	Male	21	Grade 11	Unmarried	-	Deaf
Informant Beneficiary MisrachCenter6	Female	23	Grade 10 completed	Unmarried	-	Deaf

Source; Beneficiaries of Misrach Center Informant Interviewees (2019).



## **4.2 The Beneficiaries Participation in the Process of the Project**

Based on the researcher finding there was a wide difference in the processes of participation of the beneficiaries in the overall process of the project in the two organizations. Even if the projects of NGOs may have different steps from the designing up to evaluation, this study only tried to see three of them that were designing, implementation, and evaluation of the projects in the two organizations. Therefore, the data obtained from the research finding showed as there were differences in the stage of the project.

### **4.2.1 On the Designing and Planning Stage**

In the case of WISE Ethiopia from nine beneficiaries' informants, six of them i.e. Beneficiary WISE 1, 4, 6, 8, and 9 said they had the experiences of participating in the designing of the project in the organization especially in their unions, and one of them confirmed her participation in the organization level. But, the rest are explained there was no chance to participate in this stage. When we see the profile of the two beneficiaries' informants who confirmed as they had no chance to participate on the planning stage, they found in the new project area that started before six months. The participated beneficiaries have stayed in the organization for a long time (i.e. they are senior beneficiaries) and secondly, they had the chance to participate during the initial drafting of the new project. These ideas were confirmed by Informant Staff of WISE Representative of the Director and Project Officer 1. Project Officer 1 explained, as they participate in the designing stage sometimes but not always. However, most of the time, beneficiaries do not participate during the design and planning stage of new projects area because the NGO itself will design and plan the project and then recruit the beneficiaries.

Although few beneficiaries claimed that they didn't participate in the designing stage of the new project, most however disputed this assertion and claimed that they participated during the designing stage of the new project in WISE Ethiopia. The researcher asked one beneficiary who claimed that she participated and she responded:

*In my opinion, for beneficiaries to participate in the designing stage, their union performance has paramount importance, and only those unions that have high efficiency their representatives' were called in headquarter. Hence, it is not surprising that some unions didn't participate in the designing stage of the new project.(Informant Beneficiary WISE 4).*

Informant representative of WISE described who the beneficiaries engaged in their union level and the main office level by their representative, she described her view as follows,

*the representatives of beneficiaries are the member of the board, that is the highest decision-making organ of the organization, in the board with their representatives the beneficiaries engaged in the decision making processes of the project from the planning and designing stage up to its termination. In each union, there are 19 committee members elected by the general assembly of the union members. Each union has a plan and has a general assembly twice a year. They discuss and approve their plan and project; they evaluate what they planned, implementation, budget, and everything. The board members from the beneficiaries are from union representatives, their numbers are two and they work in the limited-term. Besides, in the general assembly in the organization level, up to 5 representatives of the beneficiaries attend.*

Related to planning the Unions plan and the strategy plan, the Informant representative of the director of WISE also added how the beneficiaries engaged;

*When they prepare the plan of their union they discuss and contribute their idea in the meeting held in their General Assembly and then approved on their own issues.*

*Besides, at the time of preparing the strategic plan there is a discussion with the beneficiaries, interviewing them, providing questionnaire to fill, and also there is focus group discussion.*

I asked a representative of the director that at the time of interviews some of the study participants said they had no participation in this level. What is your response? The response of Informant representative of the director of WISE was; these types of responses may come from beneficiaries who are simply a member. They got the service like saving, training, and debt. This question must be asked to beneficiaries who play a leadership role in their union. Especially for the new project area, there was no participation of beneficiaries at the starting time. A social service coordinator of WISE, said she never see the beneficiaries participated in this stage. When the researcher asked about the participation of beneficiaries on the project designing stage, she said “No, they do not participate.” Informant social service coordinator of WISE stayed in the organization for only 6 months as coordinator and so, the project was already in the implementation stage when she joined the organization. In WISE, as the research finding showed, the organization had a gap to engage the beneficiaries in the new project areas. In the new project site there was no any participation of the beneficiaries at the designing stage. But, in the existing project, their participation is high and appreciable.

When we see the case of Misrach Center organization all six beneficiaries informants had no experience in participating in the project designing stage. Even all the staff participants

confirmed this. One of the informants from beneficiaries Beneficiary Misrach Center 4 said ‘‘ we already came in the designed project, so no participation on this stage but on implementation and evaluation we had participated.’’ Besides Informant the social worker of Misrach Center said the following;

*The beneficiaries did not participate in planning. The reason for including the social worker in the management team and participating in management teams is this; on behalf of the beneficiaries, the social worker could raise the questions and concerns of the beneficiaries to the Management Team.*

Both the staff and beneficiaries’ study participants confirm nothing at all related to beneficiaries’ participation at the planning or designing stage of the project. So, it shows there were no system established and no concern for facilitating regularly participating beneficiaries in the projects process at the beginning of the project in Misrach Center. When we compare the two organizations, even if it is not enough participation of beneficiaries in the new project areas, there was a great practical participation of beneficiaries in the designing stage in WISE Ethiopia than Misrach Center which seen nothing.

#### **4.2.2 On the Implementation Stage**

In this stage from the response of informants from the two sides that were the staff and the beneficiaries explained there were better participation of beneficiaries compared from the two stages. Some respondents stated that, the reason for the high involvement of beneficiaries at the implementation stage is that this stage, which is concerned with the day-to-day activities, cannot be carried-out without the involvement of the beneficiaries. Therefore, implementation of the project without involving the beneficiaries is unthinkable. As one respondent from Misrach

Center indicated, “they convened us every 15 days and we discussed on a number of issues including what should be added, improved and what is expected of us.” Similarly, other respondent from Misrach Center indicated that the training program had been improved as result of the comments from the trainers on the ongoing process. However, this participation in Misrach Center was not given for the beneficiaries the power of decision-making, they only reflected their interest.

According to the finding of this study, in WISE Ethiopia (as compared to Misrach Center), the participation of the beneficiaries in the implementation stage was very high with the power of decision making. All women’s union members used to meet up to four working days, and representatives of women’s union had contacts with the project coordinators at least once in three days. The member of the unions had met to discuss their progress and challenges and also sharing their life experiences (Informant representative of the director). Informant representative of the director also said; “in implementation the work is not only done by the organization, the great share of the work done by the committee of unions”. Concerning on participation, the beneficiary of Beneficiary of WISE 2 explained how much their participation improved the project,

*there are a lot of options and opportunities to participate because of the nature of the work is interdependent and tied each other like the chain so that there are a lot of possibilities and areas of participation. Beyond the participation and involvement in the project process, WISE organization accepted our comments and recommendations as input and changed a lot of project and activities based on our comments.*

The reflection of Informant representative of the director stated clearly;

*First, we use a participatory approach in training and service giving. The beneficiaries participated in the General Assembly of their Union and they decided everything of the project. The maximum debt amount of the Unions is decided by the beneficiaries themselves. That is why the maximum amount of debt varies within women union. It is decided by their General Assembly, the decision is their not ours.*

This explanation shows how much they had the decision making role. The other study participants were also confirmed the Informant representative of the director reflection.

#### **4.2.3 On the Evaluation Stage**

In the evaluation stage, the data obtained from study participants indicated that the participation of beneficiaries decreased compare with the implementation stage in both organizations. In the case of Misrach Center as the organization, they have quarterly evaluated the program and the projects by the staff members only. However, as the study participants mentioned and the researcher observed the memo of the organization, the beneficiaries were not participating in these meetings even if their issues rose by the staffs' (Informant social worker, Informant tailor trainer, and Misrach Center report 2019). The other staff participant said;

*No in project management they did not participate directly but when Inspection Team came they interview the beneficiaries. Because it needs skill and the beneficiaries have no capacity to do this. It is a technical issue, and beneficiaries may give ideas (Informant director of Misrach Center).*

Besides, the beneficiaries also confirm this as Informant Misrach Center Beneficiary 1 'so far I have not been invited to participate in the planning, implementing and evaluation of projects by the organization.' Informant Misrach Center Beneficiary 2 also supports Informant Misrach

Center Beneficiary 1 as follows; ‘‘In the real sense of the term so far I have not participated in the planning of projects and in the evaluation of the performance of project.’’ Besides Informant Misrach Center Beneficiary 3, Misrach Center Beneficiary 5, and Misrach Center Beneficiary 6 except Informant Misrach Center Beneficiary 4 describe similar ideas that show, as they did not participate in the evaluation of the project. Informant Misrach Center Beneficiary 3 was asked about her participation in the project evaluation, she replied; ‘‘no I did not participate in the evaluation and another process of project so far.’’ As an exception Informant Misrach Center Beneficiary 4 informed that, he had participated in the evaluation of the project at the end of the first year. He stated by his word; ‘‘አዎ እድሉን ሰተውናል። በአንድ አመት ግምገማ ላይ ነበር። ስልጠናው ላይ ቢጨመር ቢቀነስ የሚሉትን አብረን ነበር የተወያየነው።’’ However, his response deviate from beneficiaries informants and the staff also. Informant Misrach Center tailor trainer said never she observed when beneficiaries participate in the planning and the report evaluation meeting instead the staff only discussed it. She explains by her word; ‘‘ እቅዱን ተሰብስቦን እንከጋገራለን፤ ሪፖርት ላይም ቀርቦን እንካፈላለን ነገር ግን ስልጣኝ ሲሰጥኛ አላየውም’’ Informant tailor trainer.

In the case of WISE of the beneficiaries from nine beneficiaries, four of them reported as they do not have the experience of participating in the project evaluations. And two of them were called and attended the project evaluation meeting held in the main office. As the participated beneficiaries and staff reported this chance was given for the unions representatives that have better achievements in the projects compared to other union (Informant Beneficiary of WISE 5). From the nine three study participants, found a project which is an early stage and no reach the evaluation stage. Informant of WISE representative of the director stated in the stage of evaluation of project;

*Yes, they evaluate. For instance, yesterday we had the General Assembly meeting in the head office, we discussed about the implementation of 2019 plan and what we achieved was evaluated. The beneficiaries had been asked a question related to unaccomplished duties and why that happened, about the budget. The informant said there is transparency in WISE. All things are clear including the budget and everything.*

#### **4.3 Knowing the Satisfaction of the Beneficiaries**

The project staffs were asked questions related to how they know the satisfaction of beneficiaries and the findings are presented as follows.

An informant from Misrach Center (the social worker) said,“ there is no formal way of knowing the satisfaction of trainees. However, we collect both positive and negative comments and questions informally in different meetings.”He reported, as there was no formal and regular system to collect and analyze such data in the organization. Informant the director of Misrach Center also described, “we made different assembly. Second things, we also made an interview with our beneficiaries every time by asking our strengths and weakness. Based on their suggestion we improved.” So here they facilitated meeting, besides,asked individually the beneficiaries’ suggestions and comments. Informants tailor and puzzles trainer also reported, as they knew if the beneficiaries were satisfied or not through informal discussion with the beneficiaries. For the case of WISE, the organization tried to know the satisfaction of their beneficiaries using the regular contact time. They have also a women forum every six months that included representatives of the cooperatives.Informant representative of the director explained the system established in WISE to know their beneficiaries satisfaction and complaints as follow;



*After any training provided by the organization, there are training evaluations. Besides, there are suggestion boxes when the beneficiaries are not satisfied they can use the boxes. Our system is an open-door system, so any time without any limitation our beneficiaries have the opportunities to get the Director and Program Heads without any bureaucracy. The beneficiaries used to raise problems and challenges faced during. General Assembly organized to review and reflect about project twice a year and when we make review our 5 years strategy plan the beneficiaries were engaged. So, everything is open, they have opportunities to reflect what they feel.*

#### **4.4 The Perceptions on the Need of the participating of Beneficiaries**

##### **4.4.1 Beneficiaries' Perception**

In this regard, beneficiaries were asked what their perception is about the needs of their participation in the NGO project from planning up to evaluation, as the in-depth interview data show, most of the beneficiaries believe on the importance of their participation for the successful implementation of the project. Informant Beneficiary WISE 2 said, "I strongly believe and agree that the participation of beneficiaries in the project cycle starting from planning up to the end has tremendously importance." Informant Beneficiary WISE 6 also told to the researcher the following:

*I believe that if stakeholders and beneficiaries are allowed to participate and give their feedback during the design, preparation, implementation, and evaluation of projects, then the projects will be more successful and more effective.*

The other Informant Beneficiary WISE 5 related it's important with creating job opportunities and help to have self-esteem stated as "it help women to have work and develop self-confidence." When we see the result from the two studied organizations, in the WISE all the beneficiaries believe their participation is mandatory to get a better result in the implementation of the project from planning up to the evaluation of the project in the organization. In Misrach Center only one informant deviate that he didn't believe on the need of his participation in the overall process of the project, and he in his own words said that, "I believe that my role is doing and following what the organization needs to perform and expect from me, and using the things provided by the organization."

#### **4.4.2 Staff Perception**

As the in-depth interview data show the perception of the staff is similar with that of the beneficiaries on the importance of their involvement in the project cycle, all except one had the belief beneficiaries should be one of the key bodies to participate in the overall process in NGOs projects. However, the director from Misrach Center had a different perception about the issues and he also tried to show the rightness of his belief by reasons. He said,

*Beneficiaries probably participate in projects that phase out or are temporary projects. In our case, the institution has been in operation for more than 30 years and the projects are renewed every three years. And when the beneficiaries are graduated with the training, the project doesn't end, rather we accept new trainees. We work on many different programs and they are sustainable. Hence, in my opinion, participating beneficiaries is not necessary in our case. I also believe that we are on the right track and this has been confirmed by different external stakeholders that conducted assessment of our operations in different times. This actually*

*brought us recognition and different awards. Let me ask you: as a student, what is your participation in the university administration? (The researcher responded in the university, student council is found to participate in different activities and in decision making process behalf of students).The same is not true in our case with regard to the beneficiaries. The beneficiaries do not directly involve in the development of projects. If this is considered as participation, when all beneficiaries attend different festivities like X-Mass, they may forward different suggestions and comments about the program.*

Besides, to convince his perception he also said “it is not labor union; it is not worker and boss issue. If there is no money the project will terminate.” This response came from the director of the organization. It shows it is very difficult to create an enabling environment for the participation of beneficiaries as one body of the project if not the leader's perception changed. The rest of study participants strongly believe on the importance of participation of beneficiaries in the process of project from planning up to evaluation. Study participant who is the social worker in the Misrach Center gave his view as follow:

*Yes. I believe that the beneficiaries should participate in the whole process of the project phase's i.e. planning, implementation, and up to evaluation since the project is for them. However, although they participate informally, there is no formal mechanism that the beneficiaries can participate in the whole phase of the project.*

#### **4.5 Opportunities and Challenges for the Participation of Beneficiaries**

Based on my observation and the response of the study participants the findings are presented as follows.

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Let us see my observation related to facilities in the two organizations. In WISE Ethiopia there is a main office that found Nifas Silk Sub-city around "Gotera Masalecha" which was very much comfortable to make assembly and discussion that facilitate the beneficiaries participation in small group and large groups. This G+2 building is used as the main training venue and even the facilities are also used to generate additional income for the organization. However, in the women cooperatives (unions) each Weredas under Sub-cities provide the training and other activities of the projects in Youth Centers and some were in public schools. The research covered two Sub-cities namely Yeka Sub-city and Bole Sub-city in four women cooperatives, three of which had been contacted in the Wereda's Youth Center Hall and the rest one in Public School. As the researcher observed, and the study participants' like Informant (Beneficiary WISE 5) view, the meeting classes were not suitable to make effective participation and discussion for the beneficiaries and the trainers, and to facilitate project. The union convened in public school was crowded, not clean, and had a bad odor. In MC the vocational training center for the disabled people found in Addis Ababa Yeka Sub-city locally called Kotebe Area. The facilities related to enabling the participation of the beneficiaries were adequate if effectively used. They have meeting rooms that can be used to participate the beneficiaries in different ways.

Beneficiaries' WISE rise distance of the head office was as one of the challenges to make effective participation in the project. One of the study participants from WISE say that "If organization open new office near to the different project areas better, beside the head office located around "Saris" share information, to save time and to work freely." In addition to the above challenge Informant Beneficiary of WISE 2 mentioned another one "some husbands are unwilling to send their Wife's in every participation in the project process." Informant

representative of the director in WISE explained the challenges they faced to participate the beneficiaries' related to illiterate beneficiaries. She explained by her word;

*Many times challenges come from illiterate women. When we want to get their idea in written form and to respond questionnaires for evaluation purposes, it creates an obstacle. We accept them orally because they are not able to assess the evaluation papers.*

From Misrach Center the challenge of the beneficiaries briefly articulated by the social worker as follows:

*Related to the management team; we first believe as the management team the participation of clients is mandatory. Or what I mean is that the management team must adjust themselves with current contemporary theories and practice. Are they adjusting themselves? For me I say no. They are following the old education, system, and experiences. This is the main problem. I believe the latest theories and practices are near for me as a sociology student. However, the management team even if may have the current theories and practices, they may not be interested to use because they consider it as it takes their time, seeing as boring things, fearing of the question the clients could raise and also they may believe 'we know for them' view hindered them. They may be viewed as they are rich in experience in this area and they consider it as they know for them. I think it comes from our culture and customs many things are not participatory, others decided on our issues.*

*For the side of beneficiaries that hindered their participation can be communication barriers for especially deaf trainees, besides, problems related to*

*bad perception they have for themselves (it related to having low esteem and low confidence).*

*I think if we give the chance they can participate. May be they ask unnecessary questions or questions beyond the capacity of the organization but it is not a problem.*

### **Short Summary of the Finding**

As the study revealed, there was a wide difference in the processes of participating the beneficiaries in the overall process of the project and services in the two organizations. This study only tried to see three steps of the project of NGOs from the different steps may have, that were designing, implementation, and evaluation of the projects in the two organizations. When we compare the two organizations even if it is not enough participation of beneficiaries in the new project areas, there was a great practical participation of beneficiaries in the designing stage in WISE Ethiopia than Misrach Center. On the implementation stages there were better participation of beneficiaries compared from the two stages in the organizations. In the case WISE the beneficiaries had the decision making role. However, in Misrach Center the power of decision-making was not given for the beneficiaries, they only reflected their interest. In the evaluation stage, the study indicated in WISE even if the participation of beneficiaries decreased compare with the implementation stage, but still better than Misrach Center. However, in the Misrach Center, the beneficiaries had no chance to participate in evaluation stages.

In WISE, as the finding indicated, they established a system to know the satisfaction and address the complaints of their beneficiaries but not in Misrach Center such organized systems.

## PARTICIPATORY ENGAGEMENT OF BENEFICIARIES IN NGO'S

The data that obtained from the finding of this study in the organizations the perception of staff and beneficiaries on the need of participating beneficiaries in the overall processes of the project were very strong. The exceptional informants have come from the director and a beneficiary of Misrach Center. Opportunities that support the participation of beneficiaries in WISE were the systems that established to participate, and the strong perception from the staff and the leader on the need of participating beneficiaries for effective project goal achievement. Misrach Center, the facilities for discussion and meeting rooms were available if the organization used. The challenges hindered the participate of the beneficiaries for WISE, assessed related to the conveying rooms for the unions and the distancing of the main offices from the project areas, and illiteracy problem of the beneficiaries listed. Misrach Center the perception of the leader not accepted the need for the participation of beneficiaries in the project process was crucial. Many beneficiaries who have lack of self-confidence to express their views also mentioned.

## CHAPTER FIVE DISCUSSION

### 5.1 Discussions

#### 5.1.1 The Beneficiaries Participation in the Process of the Project

The assessments of the beneficiaries' participation from the overall process of the project, the study focused on the designing, implementation, and evaluation stages. In Misrach Center it was found out that there was no event, system, and strategy that directly participated beneficiaries in the designing and evaluation stage of the projects. Even there was no readiness to participate in them at the study time. In the implementation stage, there was some kind of participation to identify their problems and solve them. There were no representatives of beneficiaries in the management team and they had no role in the decision making processes. Pretty (1995, p.6) "expressed this type of participation as passive participation that means the beneficiaries' interest is not considered however the project manager told ever decisions of the organization". As White's (1996) classification of participation, the Misrach Center beneficiaries' participation found in the nominal form of participation that describes vacuum participation, and the quality of the contribution is nil.

In WISE, the majority of interviewees reported that the organization is actively and highly participating beneficiaries especially on their union project in the overall processes, even though there was some limitation, especially in participating beneficiaries in the new project designing in the new project areas. Each union has governed by a committee having 19 members who are elected by the general assembly. The committee has the responsibility to plan, recruit new, and govern the day to day activities of their union. Besides, the unions as general assembly twice a year with all of their members and decided every issue of the union. White (1996) called this kind of participation is transformative that give for the beneficiaries to select their choice, make



decisions, and also give the power to take action without external body pressure. This participation is the strongest form of participation for the White classification of participation. The researcher measures the engagement of the beneficiaries of WISE is great.

According to the finding of this research, the participation of beneficiaries in WISE is not only limited in their union but also that they have great involvement in the main office or the overall project. The beneficiaries have two representatives that wield equal power with the other members in the board of the organization which is the highest decision-making body and that oversees the overall governance of the organization. Even the beneficiaries have five representatives' members that take part in the General Assembly of the Organization. The representatives of the beneficiaries who work in the board and the General Assembly hold the position for a limited period. This form of participation for White (1996) is called representative participation. The beneficiaries have the power that enhances the chance to express their views to advance their interest. As Pretty (1995, p. 6) types/forms of participation is Interactive Participation that is when beneficiaries are participated in joint analysis, preparing of plans, and building or strengthening of the organization. As Pretty stated, if the beneficiaries are reach in this stage, their participation is considered as exercising their right, not just a means to achieve project aims. Based on the finding of the study when we compare the two organizations in participating the beneficiaries in the overall processes of the project they found the top and bottom lines. Based on the result of this research the top one is WISE and in the bottom line, we get Misrach Center.

### **5.1.2 Knowing the satisfaction of the beneficiaries**

The organizations that give services to their clients must establish systems to know and measure the satisfaction of their beneficiaries. As Paul (1987), one of the major components for

NGOs to see accountability to their beneficiaries in the practical term is the presence of a complaint's procedure. In WISE, as the finding indicated, they established a system to know the satisfaction and address the complaints of their beneficiaries. Which include face to face expression like arising issues in their General Assembly, without any bureaucracy they could get the director and programs heads of the organization. And there is also a Project Review and Reflection Program twice a year, and in the reviewing of the 5 years strategy plan, the beneficiaries participated as a direct participant and as interviewees. Besides, after the training are provided, the beneficiaries fill the training evaluation form and then those evaluations are assessed. In another way, if the beneficiaries fear or have not interest to reflect their complaints or feeling face to face, the organization has suggestion boxes and archives of the director and the Programs Heads. When we see the situation in Misrach Center, there were no such organized systems like WISE. As a result of this research there were no formal ways of getting the satisfaction and complaint of beneficiaries. But, there were informal ways that were as individual contacts and reflecting by using unrelated events like the X-Mass Celebration occasion.

### **5.1.3 The Perception of the Need of the Participation of Beneficiaries**

Most of the study participants from the beneficiaries and staff side agreed and had the attitude that the need for the participation of beneficiaries as one of the stakeholders of the project for sustainability and for achieving the goals. The exceptional informants have come from the director and a beneficiary of Misrach Center. As the researcher view, in this organization working on attitudinal change is mandatory especially in the management teams. It is related to the idea discussed by Paul (1987), the attitude of the staff put the other major components for NGOs to see accountability to their beneficiaries to participate them in the overall processes of the project practical term. The data obtained from the finding of this study in WISE the

perception of staff and beneficiaries on the need of participating beneficiaries in the overall processes of the project were very strong. The researcher also observed how it practically reflected.

#### **5.1.4 Opportunities and Challenges that Hinder the Participation of Beneficiaries**

The challenges faced in the two organizations are different. For Misrach Center it was related to attitude problems especially in most of the management team members as two of the staff informants respond. That blocks not to see the start-up activities to participate the beneficiaries in the overall processes of the organization. In WISE as challenges the study informants mainly listed two things. These were, first the main office is far from many of the project areas of the unions and the second one was the illiteracy of the beneficiaries that hinder their participation regarding written format and materials. As Michael (1986), community participation may also entail the following challenges: delays in project start-up; necessary staff increases; and pressure to raise the level or range of services.

The opportunities in NGOs' operations, participation enables support and ownership by a range of stakeholders, improves project processing and quality of the entry, improves quality during implementation, and strengthens the sustainability of development results (ADB, 2008). Opportunities that support the participation of beneficiaries in WISE were the systems that, established to participate and the strong perception on the need of participating beneficiaries from the staff and the leader. For the case of Misrach Center, discussion and meeting rooms were available if the organization used to participate the beneficiaries, the facilities are available.

## CHAPTER SIX CONCLUSION AND SOCIAL WORK IMPLICATIONS

### 6.1 Conclusion

The aim of this paper to assess the beneficiaries' participation in the WISE Ethiopia and Misrach Center in the overall process of the project stages from planning up to evaluation. The following research questions were addressed in this study: What are the activities are done by WISE and Misrach Center to participate beneficiaries in the project; what are the perceptions of the beneficiaries on the situation that encourage or hinder their participation; and what are the opportunities and challenges faced by WISE and Misrach Center in participating beneficiaries'. To conduct this research, the researcher used qualitative purposive sampling method by using inclusion criteria was applied. Besides, appropriate data collection tools such as in-depth interviews, document review, and observation, were used for this study to increase the reliability and validity of the data and its results.

During the analysis of data, the researcher also challenging subjectivity through avoiding biases and personal opinions of himself and the informants' as well. And also through triangulating data that have been acquired from interviews, document review, and observation. The other limitation is that the research is conducted only focusing on two organizations which couldn't necessarily show the whole situations of the study matter. The participation of beneficiaries expected started from the project designing stage. In WISE, some beneficiaries mentioned that they got the chance to participate in the designing stage. This result was a great starting effort seen in WISE comparing with Misrach Center which had no beneficiaries participate in this stage, and also the organization had no willingness to begin it.

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When we see the result obtained from the finding of implementation, the project better results showed. In both of the two organizations, the beneficiaries are actively involved in the day to day activities and doing the roles that are expected from them with improving its implementation process somehow based on their comment and suggestion. In the evaluation of the project, in Misrach Center had from the leader of the organization that the issues of the beneficiaries raised by the staff when evaluating it. So, there was no room for participating the beneficiaries as the finding showed. In the case of WISE few of the beneficiaries participated in the evaluation of the main project of the organization that included all projects under WISE. However, at the stage of the evaluation of the project in each union the beneficiaries were wide space to participate except the beneficiaries' participant in the study their project was new and not reach to evaluate.

When we see the systems that were established to know the satisfaction of the beneficiaries, in Misrach Center there were no formal ways of knowing their beneficiaries' satisfaction. However, they used the information that gathered informally in individual contacts with the staff and in different meetings that held for other issues. In WISE they had formal ways to get their beneficiaries satisfaction using suggestion boxes, especially in the main office. Besides, they conduct survey research to measure the satisfaction of the beneficiaries. The perception of the beneficiaries on the need of their involvement from planning up to the evaluation of the project, most, except one, have believed their participation could be mandatory for the best result of the project. For the staff' study participants the result was the same only one deviate that he had no opinion on the necessity of the beneficiaries' participation in the organizations' project process.

The study also assessed the challenges that hindered the participation of the beneficiaries. For WISE the beneficiaries and the staff study participants indicated related to the meeting rooms for the unions and the distancing of the main offices from the project areas. For the Misrach Center the perception of the management team especially the leader who had not accepted the need for the participation of beneficiaries in the project process was the first challenge. The second, the problem related to beneficiaries that were lack of self-confidence to express their views also mentioned.

## **6.2 Social Work Implications**

### **6.2.1 Social Work Education**

It's to be recalled that the primary mission of the social work profession is to enhance humanwell-being and help meet the basic human needs of all people, with particular attention to the needs and empowerment of people who are vulnerable, oppressed, and living in poverty. To fill the organizations' skilled manpower gaps related to the issues especially in Misrach Center, it would be much better if the organizations work in its best effort to gain such inputs through creating cooperation and jointly work in collaboration with universities to gain interns, volunteers, graduate youngsters and also to get training facilities to upgrade its staff especially from schools of social work and sociology. On the other side, students from universities should serve such places in their leisure time and this should be incorporated in their curriculum to voluntarily serve such organizations. And universities should be willing to take such activities and give to their students as a part of their project

### **6.2.2 Further Research**

The study did not extend to assess the participation and perception of other stakeholders who have direct and indirect influences in the process of the projects and programs. This is for

instant agencies that fund the projects of the organizations and also governmental organizations that have the responsibility of controlling and supervising them. It could be important therefore to undertake a study assessing their perceptions and how they are impacted by the beneficiaries' participation. It will also be interesting to have a similar study done in other organizations other than WISE and Misrach Center to compare results. This will enable understanding of whether NGOs from the beginning up to the final stage of their projects they are participated or not participating their beneficiaries can be generalized or are specific and unique to each NGO.

### **6.2.3 Social Work Practice**

Working with the most marginalized, disadvantaged, and vulnerable groups like our case, People living with disabilities and very poor women are a concern of the social work profession. It is found out that the women in WISE and the disabled people in Misrach Center are facing many challenges need skilled professional interventions. Well trained professional project designers, coordinators, and evaluators who support to consider beneficiaries' participation in the projects from designing up to its termination, and skilled social workers are compulsory to assist their activities. In my study result, I can find that few of the research participants (a director and a beneficiary) are not believed in the participation of beneficiaries from in the overall stages of the project. This type of perception may not be the stand of only these individuals. So, the proposed solution to such a problem is to work more on attitude change of the staffs and the beneficiaries on understanding the short and long-run advantage of the necessity of participating the beneficiaries in the overall stages of the project based on a strength-based approach which is needed a professional social worker.

#### **6.2.4 Implications for Policy**

The finding indicates that the participation of the beneficiaries on the project that are prepared for them not goes long. The policy implication is related to the two organizations(WISE Ethiopia and Misrach Center) policy. Since the organizations stand to provide training and support to the beneficiaries, there is a need to establish a system and checking it as implemented on the ground to address the best interest of the beneficiaries. Therefore, to curb the challenges that are affecting the participation of beneficiaries in WISE and Misrach Center, the organizations should set proper strategies to train their staff and set policies or to get recognition within the policy, based on need assessment to confirm whether services are meeting the expectations of the beneficiaries. Governmental organizations that work in co-operation and having the responsibilities of controlling and supervising these organizations like the Ministry of Labour and Social Affairs (MOLSA) need their policy that governs and enforces beneficiaries to participate in the communities development projects that done by NGOs. That helps the beneficiaries to exercise their right and for the best result.



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**Appendices**

**Appendix A: Introduction and Consent Statements for Interview of Participants**

Addis Ababa University Code .....

College of Social Sciences Date of Interview...

School of Social Work Place of interview-----

**Informed Consent Form**

Dear Informants,

My name is Addisu Urgessa. I am a graduate student at Addis Ababa University. I am conducting a research entitled “Participation of Beneficiaries in NGO’s Project from Planning up to Evaluation: for my partial fulfillment of the requirements for the degree of Masters of Social Work. As part of my assessment, I will ask clients, staff members, and director of the organization issues related to the subject of my study. Hence, I am courteously requesting you to provide me your personal cooperation by giving interview, which will take 15-25 minutes. The main purpose of this interview is to gather relevant data to assess the participation of beneficiaries’ in the programs and projects from planning up to evaluation in the organization. Thus, I am courteously requesting you to give your response freely and carefully and ask any time if feel confused. Your honest and reliable response provided is valuably important to successfully accomplish the study. I will assure you that your response is used only for the successful accomplishment of this study. Hence, confidentiality of your response will be kept and will not be passed to any third party without your consent. Photographs and recording interviews will be based on participant’s willingness and the information given will be written as

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notes. Participants are free to withdraw from the study. I thank you for your valuable time, cooperation and concern. Thank you in advance for your co-operation.

**Confirmation**

If you are willing to participate in this study, please sign on the two copies of this informed consent form and return one copy to the researcher and keep the other copy with you.

Participant's Name \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

Researcher's Name \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

Thank you so much for your willingness to participate in this study!

**Appendix B: Interview Guide Questions**

**A. Interview with Staff members and director**

**Part: I: Personal Information**

- 1) Age: \_\_\_\_\_
- 2) Sex: \_\_\_\_\_
- 3) Educational status \_\_\_\_\_
- 4) Your position in the organization \_\_\_\_\_
- 5) Related Experience \_\_\_\_\_

**Part II: Main Questions**

1. When and how the association was established?
2. How do you select clients who required your service (recruitment criteria or procedures)?
3. The number of clients and project coverage area?
4. How many active voluntary staffs do you have?
5. What kinds of supports are provided to the beneficiaries?
6. What strategies are followed by the agency for the effective implementation of its intended project?
7. What systems are available in the agency to facilitate the participation of the community or clients in relation with their issue?



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8. How do you measure the satisfaction of your beneficiaries?
9. What are the impact of the projects and services that provide by the organization on the daily life of beneficiaries?
10. Do you believe in the participation of beneficiaries in the project process from planning up to its termination?
11. Do you make beneficiaries to participate in project designing? If they participate please explain the process and activities in the designing stage.
12. What strategy/mechanisms do you use to participate beneficiaries in the implementation process of the project? What are their roles?
13. Is there evaluation of project implementation? Do beneficiaries participate? How do they participate?
14. Are there mechanisms put in place to help the participation of beneficiaries in project from planning up to termination process? Does it easily accessible and affordable?
15. How much (for instance in percent) do you incorporate ideas and suggestions of beneficiaries in the project from planning up to evaluation?
16. How much do you think is beneficiaries' level of influence in the process of planning up to evaluation of the project? How do they influence the project process?
17. What are the challenges or disagreement encountered in participating beneficiaries from planning up evaluation of the project? How do you manage the challenges or disagreement?

**B. Beneficiaries Interview Questions**

Part: I: Personal Information

- 1) Age: \_\_\_\_\_
- 2) Sex: \_\_\_\_\_
- 3) Educational status \_\_\_\_\_
- 4) Marital status \_\_\_\_\_
- 5) Source of income \_\_\_\_\_

**Part II: Main Questions**

- 1. What kinds of supports are you get in the center?
- 2. How long you start the service in the center?
- 3. Projects and services that provide by the organization have an effect and impact on your daily life? What are them?
- 4. Do you believe in the significant of your participation in the project process from planning up to its termination?
- 5. Are you satisfied in your participation in the process?
- 6. What systems are you observed in the agency to facilitate your participation in relation with your case?
- 7. Do you participate in the designing, approval, implementation and evaluation process of project? How do you invited?

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8. Based on your understanding are there ways established for your participation process? If there are they easily accessible?
9. Your ideas and suggestions incorporated in the project? How much do they incorporate? How do you know your ideas and suggestions are incorporated by the responsible bodies before approval?
10. What are the challenges that affect your participation in project from planning up to termination process?
11. How do you evaluate your level of influence in the overall process of projects? Do you encounter challenges or disagreement on projects process?

**Appendix C Observation Checklist**

1. What are the facilities that make the participation of beneficiaries effective like meeting room?
2. What are the activities that show beneficiaries participating in the process of planning up to termination of the project?
3. What are the materials that the beneficiaries used when participating in the project from planning up to its termination?
4. What are the facial and feeling expressions of the research participants in their participation in the overall process?
5. Observe the general setting of the organization?
6. Observe the service given to clients?
7. Staff members of the organization
  - Their motivation in helping clients to participate.
  - How they interact with clients.
8. Observe the place
  - \_ What the place looks like (if the area is conducive to do the work or not).
9. If the clients are working in group, the interaction of clients among themselves
10. How they are sharing and obeying their responsibilities.
11. While interviewing all respondents, observe;
  - \_ Their facial expression
  - \_ Their physical characteristics
  - \_ Their personal feeling



ናትሰመሳተፍፍቃደኛክሆኑየሚሰጡኝንመረጃበልዩመስደሚሰጥር

(ኮድ)

በመመዘን-ብዩማስቀምጥመሆኑንገልጻለሁ።ፎቶማንሳትእናድምጽንበቃሰመጠይቅጊዜመቅዳትየሚፈጸመውእርሶ ፍቃደኛሲሆኑብቻነው።ድምጽንዲቀረጽካልፈሰጉቃሰምልዩበጽሁፍየሚያዝይሆናል።ሴሳውተሳታፊዎችካልፈሰጉ በየትኛውምጊዜከጥናቱእሳቸውንማግስልይችላሉ።

በመጨረሻምየዚህንጥናትውጤትበአዲስአበባዲቫርስቲማህበራዊሳይንስፋካልቲየማህበራዊገልገልጎትትምህርትክ ፍልየሚቀርብእናሪፖርትየሚደረግመሆኑንገልጻለሁ።

ስለጠኝውድጊዜዎናሳሳዩንመልካምትብብርበጣምአመሰግናለሁ።

**የስምምነትማረጋገጫቅጽ**

በዚህጥናትሰመሳተፍፍቃደኛክሆኑደስዎትንስምምነትበተዘጋጀው2

ቅጽሳይበመፈረምአንዱንስእርስዎሁለተኛውንጥናቱንሰሚያካሂደውአካልይመልሱ።

የተሳታፊስም-----ፊርማ-----ቀን-----

ጥናቱንየሚያደርገውስም-----ፊርማ-----ቀን-----

**ስለቀናተሳትፎዎእናስመሳተፍምበመወሰንዎበቅድሚያአመሰግናለሁ !!**

**የቃስመጠደቅጥዖቁዎች**

**II. የተቋሙ ስራ ተኮች ስናዳደራከተርመጠደቅ**

**ክፍል I. ገባዊ መረጃ**

- 1) መሰዎቁጥር-----
- 2) ሃታ -----
- 3) ሰድሜ -----
- 4) የትምህርት ደረጃ -----
- 5) በተቋሙ ውስጥ ስራ ተኮች ስንት -----
- 6) ተዛማጅ የስራ ስምድ -----

**ክፍል II. ዋና ዋና ጥያቄዎች**

- 1) ተቋሙ መቼ እና እንዴት ነበር የተቋቋመው?
- 2) የእናንተን አገልግሎት ፈልገው የሚመጡ ተገልጋዮችን እንዴት ለመልከው የምትመርጡት?
- 3) የተገልጋዮች ብዛት እንዲሁም ፕሮጀክቶች ሁሉ የሚያካትታቸው ቦታዎች?
- 4) አሁን ላይ ያለው የሰራተኞች እና የበጎ ፍቃድ አገልጋዮች ብዛት?
- 5) ምንም እንኳን አገልግሎቶችን ነው ለተገልጋዮቻችሁ የምትሰጡት?
- 6) ለሚፈለገው ውጤታማ የትግበራ ፕሮግራም ምን እይነት ስትረጅዎቻችን (ስልቶችን) ትጠቀማላችሁ?
- 7) በተቋሙ ያሉ የተገልጋዮችን ተሳትፎ የሚያሳልጡ ስርዓቶች ምን ምን ናቸው?
- 8) የተገልጋዮቻችሁን እርካታ እንዴት ነው የምትለኩት?
- 9) በተቋሙ የሚተገበሩ ፕሮጀክቶችና አገልግሎቶች በተጠቃሚዎች ህይወት ላይ ምን እይነት ውጤትና ተጽዕኖ አለው?
- 10) ተጠቃሚዎች በፕሮጀክቱ ላይ ትኩረት ከእቅድ እስከ ማብቂያ ድረስ መሳተፍ አለባቸው ብለው ያምናሉ?

11) ተጠቃሚዎች በፕሮጀክት ቀረጻ ላይ ይሳተፋሉ?

የሚሳተፉ ከሆነ እባክዎ በቀረጻው ደረጃዎቹ የተከናወኑት ግብራትና ሂደቱን ይግለጹ?

12) በፕሮጀክት ግብራት ሂደት ምን አይነት ስትራቴጂ/ስልት ወይም ምን ዓይነት ጠቀሜላችሁ የእነርሱ ስሜ

ና ምን ድንገት ነው?

13) የፕሮጀክት አፈጻጸም ውጤታማነት ይገመገማል? ተጠቃሚዎች ይሳተፋሉ?

እንዴት ነው የሚሳተፉት?

14) የተጠቃሚዎችን ተሳትፎ ለመደገፍ በፕሮጀክቱ ከእቅድ እስከ ስሜቋረጥ በትሂደት ድረስ ያስቀመጣችሁት

ስልት አለ? ካለ በቀላሉ ተደራሽና ተመጣጣኝ ነው?

15) ምን ያህል (ለምሳሌ በፕሮጀክት)

የተጠቃሚዎችን ሀሳብና አስተያየት በፕሮጀክቱ ከእቅድ እስከ ስሜቋረጥ ሂደት ታካትታላችሁ?

16) የተጠቃሚዎች ለፕሮጀክት ከእቅድ እስከ ስሜቋረጥ ገለጻው ሂደት የተፅዕኖ የማድረግ ደረጃቸው ምን ያህል ይ

ሆናል ብለው ያስባሉ? በፕሮጀክቱ ሂደት እንዴት ነው ተፅዕኖ ሊፈጥሩ የሚችሉት? ችለዋል?

17) በፕሮጀክት ከእቅድ እስከ ስሜቋረጥ ገለጻው ሂደት ተጠቃሚዎችን በማሳተፍ ሂደት ላይ ምን አይነት ተግዳሮቶች

ችና ችግሮች ያጋጥማቸዋል? ካጋጠሙ እንዴት ልትፈቷቸውና ልትሻገሯቸው ቻላችሁ?



**ለ. የተጠቃሚዎች መጠይቅ**

**ክፍል 1 ግላዊ መረጃ**

- 1) መስደቅ ስም -----
- 2) ሃይማኖት -----
- 3) ስድስት ወር -----
- 4) የትምህርት ደረጃ -----
- 5) የጋብቻ ሁኔታ -----
- 6) የገቢ ምንጭ -----

**ክፍል 11 ዋና ዋና ጥያቄዎች**

- 1. ከተቋሙ ምን አይነት ድጋፍ እያገኙ ነው?
- 2. በተቋሙ አገልግሎት ማግኘት ከጀመሩ ምን ያህል ጊዜ ሆነ?
- 3. በተቋሙ የሚተገበሩ ፕሮጀክቶችና አገልግሎቶች በእርሶ ህይወት ላይ ምን አይነት ጥሬ ጥቅም ላይ ላይ ስላል ለውጥ ሰጥተዋል?
- እነርሱ ስም ምን ድንጋጌ ነው?
- 4. በፕሮጀክት ላይ ያደረጉት ስራዎች እስከ ለማጠቃለያ ድረስ የእርሶ ተሳትፎ አስፈላጊነት ለውጥ ሰጥተዋል?
- 5. በተሳተፉ ባቸው ላይ ያደረጉት ተሳትፎዎች እንዴት ነበሩ?
- 6. ከእርሶ ጉዳይ ጋር በተያያዘ ተቋሙ የእርሶ ተሳትፎ ለማበረታታት ምን አይነት ስልጠናዎችን ሲጠቀም ተመልከቱ?
- 7. በፕሮጀክት ቀረፅ ላይ ማጽደቅ፣ መተግበርና ግምገማ ላይ ያደረጉት ስራዎች ላይ ተሳትፎ ነበረች? ከተሳተፉ እንዴት ተገብተዋል?

8. እርሶን ለማሳተፍ የሚያስችሉ መንገዶች ወይም አማራጮች አሉብላው ያምናሉ ካሉ በቀላሉ ማግኘት ይቻላል?  
አል?
9. ሀሳብና አስተያየት በጥሩ ሁኔታ ለማግኘት ለማሳተፍ ማረጋገጫ ስጦታ ተከተዋል? ምን ያህል ነው የተከተተው?  
በሚመለከታቸው አካላት ከመጽደቅ በፊት ሀሳብ ወይም አስተያየት ያመነው ከተገኝ እንዴት ያውቃሉ/አወቁ?
10. በጥሩ ሁኔታ ከአቅድሳኝ ስራዎች ጋር በተገናኙበት ጊዜ የእርሶን ተሳትፎ የሚገደደሩ ነገሮች ምን ይኖሩታል?
11. በአጠቃላይ በጥሩ ሁኔታ ለሚከተሉት ሁኔታዎች ለማሳተፍ ለማረጋገጫ ስጦታ ለማግኘት ለማሳተፍ ማረጋገጫ ስጦታ ተከተዋል?  
ተግባራዊ የሆኑት ወይም አለመስማማቶች በጥሩ ሁኔታ ለማሳተፍ ለማረጋገጫ ስጦታ ለማግኘት ለማሳተፍ ማረጋገጫ ስጦታ ተከተዋል?

**Appendix E: Picture of the Organizations**



Photo 1: The Main Office of WISE



Photo 2: Vocational Train Center of MC