



**Addis Ababa University**  
**School of Graduate Studies**  
**College of Business and Economics**  
**Department of Public Administration and Development**  
**Management**

***Stream Area: Development Management***

**Assessment of Community Participation in Sustainable Local  
Economic Development:**

***A case of three selected woredas in Lideta sub-city, Addis Ababa city Administration  
(in the years: 2011 to 2014)***

**By: Dinberu Tadesse Ketema**

**A Thesis Submitted to the School of Graduate Studies, Addis Ababa University,  
Faculty of Business and Economics, Department of Public Administration and  
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Management**

**Advisor: Dr. Filmon Hadaro**

June 2014

Addis Ababa, Ethiopia



**ADDIS ABABA UNIVERSITY**  
**SCHOOL OF GRADUATE STUDIES**  
**COLLEGE OF BUSINESS AND ECONOMICS**  
**DEPARTMENT OF PUBLIC ADMINISTRATION AND**  
**DEVELOPMENT MANAGEMENT**

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**LOCAL ECONOMIC DEVELOPMENT:**

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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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## **Abbreviations**

- 1. AACACHDO: Addis Ababa City Administration Construction and Housing Development Office**
- 2. AC: Audit Committee**
- 3. CDC\*: City Development Council**
- 4. CEE: Center for Environment and Education**
- 5. CFCMSC: Construction Follow-up, Care and Maintenance Sub Committee**
- 6. CMCPPSC: Community Mobilization and Community Participation Plan Sub Committee**
- 7. CSA: Central Statistics Agency**
- 8. DC: Development committee**
- 9. FGD: Focus Group Discussion**
- 10. FPMMSC: Finance, Procurement and Material Management Sub Committee**
- 11. GDP: Gross Domestic Product**
- 12. GNI: Gross National Income**
- 13. GNP: Gross National Product**
- 14. GTP: Growth and Transformation Plan**
- 15. IEDC: International Economic Development Council**
- 16. ILO: International Labor Organization**
- 17. IUCN: International Union for Conservation of Nature**
- 18. IUIISP: Integrated Urban Infrastructure and Service Plan**
- 19. LDP: Local Development Plan**
- 20. LED: Local Economic Development**
- 21. LEDS: Local Economic Development Strategy**
- 22. MBDC: Mender and Block Development Committee**
- 23. NGO: Non-Governmental Organizations**

- 24. OECD: Organization for Economic Cooperation and Development**
- 25. PCDA: Participatory community economic development Agency**
- 26. PLCEDW: Participatory Local community economic development work**
- 27. PLCEDWs: Participatory community economic development workers**
- 28. PLED: Participatory Local Economic Development**
- 29. QDC: Qetena Development Committee**
- 30. SC: Steering Committee**
- 31. SCDC\*: Sub-city Development Council**
- 32. SD: Sustainable Development**
- 33. SDS: Social Development Strategy**
- 34. USADF: United States African Development Foundation**
- 35. UTTMP: Urban Transportation and Traffic Management Plan**
- 36. WCED: World conference on Environment and Development**
- 37. WDC\*: Woreda development Council**
- 38. WDMC: Woreda Development Main committee**

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## **Abstract**

*The study dealt with the link between sustainable local economic development and community participation in Three Woredas of Lideta Sub-city in Addis Ababa. The objective of the study is to assess the sustainability of community's participation in local economic development and the outcome. The issues observed to achieve the objective were areas of community participation, institutionalization of participatory practices, substantive coordination of the actors and outcomes of these processes and activities in the selected Woredas of Lideta Sub-city.*

*Mixed approach (both Qualitative and Quantitative approach) is used. Semi-structured questionnaire is prepared, pre-tested and administered for randomly selected respondents from the list of households from woreda 8, 9 and 10. 369 respondents filled the questionnaire. In-depth interview, focus group discussion and observation tools were developed and employed to elicit important information from the community and triangulate with secondary and questionnaire data.*

*The result of the study has shown that, PLCEDW is not a new thing that was started from zero; it was and is being under way at different time. The local communities are not fully involved in the PLCEDW from planning to evaluation phase. Concentration of the development projects on a locality development only; absence of market relation between the PLCEDWs and small and micro business organizations; loose relation between the PLCEDW actors and lack of awareness creation are the major problems that adversely affect participatory process. The study also identified the key problems that are visible in the study areas. They are: paternalistic role of professionals and officials; inhibiting and prescriptive role of the state; over-reporting of development success, selective participation; hard issue bias; miss representing the local community's development need; get keeping by local elites; excessive pressure for immediate results than long term goals, lack of public interest to be involved in PLCEDW.*

*In general the observations of data results from various sources, the development activities are not sustainable in the sense also that the process didn't create sizeable employment to the local community. The PLCEDW has not been linked to small and micro enterprises. Therefore, the study concluded with the recommendation that the PLVEDAW should maintain link between the community, the SMEs and other actors in order to engage in sustainable processes and activities of local economic development in the Sub City selected for this study.*



# CHAPTER ONE

## INTRODUCTION

### 1.1. Background of the Study

Development is a key dimension of personal life, social relations, politics, economics and culture in the countries and regions [...] (Haynes, 2008). Development encompasses economy, politics, culture, environment, education, health, gender etc. and it is too vast to deal with in the scope of a single study. So considering each component of development separately for scrutiny is a wise way to deal with the complex character of development.

Despite the old perception of development as a sustained increase in GDP, GNP and others, the recent contribution of Amartya Sen in the concept of “Human development” has changed the outlook on development including in international development institutions. In the course of the changes in debates, the transformation of the economy (local or broader) has remained an important part of development debate and economic development has been important theme of development research.

Economic development and growth are tied together in significant ways. Growth is usually an important element in economic development process because growth provides the resources needed for development [...] (Blair & Carroll, 2009). Scholars distinguished between “Economic Growth” and “Economic Development” that growth is an increase in the overall size of the local economy while development requires that [both quantitative] and qualitative improvement occurs (Partridge & Rickman, 2003 as cited by Blair & Carroll, 2009). Economic development implies that the welfare of residents is improving and improvement might be indicated by increase in per capita income but this alone is an incomplete indicator of how well the economy of residents of a region is doing. Many other quantitative and qualitative factors are associated with welfare (Blair & Carroll, 2009). Out of which equity and sustainability are seen as positive changes.

This study is designed to take up issues with the “Local Economic Development” which lays its foundation on local and regional level dynamics in the socio economy and polity. Previously, economists have studied local economic development as a subject distinct from national economic development [...] but today, observers view local economies as the critical building blocks of national development (Blair & Carroll, 2009). From this it can be inferred that national

economic development is the sum total of economic developments in every locality. Therefore the local economic developments have to be sustainable to bring about sustainable development at national level.

Directly or indirectly, local effort for development is being taken place in developing countries including in Ethiopia. The studies in different times regarding the local economic development indicated that there was lack of local view for economic development. In Ethiopia, participatory effort for local economic development was started in the imperial regime and continued in the Derg regime and continued up to this time molded by the political and economic ideology of the time. Peasants association and the urban dwellers association were functioning during the Derg regime but their aim was manipulating the local community to strengthen their government.

In participatory development work the participation of the community on their free will, involvement on the decision making regarding issues that affect their live, etc. and their attitude for the Participatory development work done in their locality, and the contribution of their work for sustainable local economic development are the thing scrutinized. Sustainable local economic development is more achieved through collaborative campaign in local and regional level. Therefore community participation (fair, equitable, holistic) is necessary. Any development policy and strategy must be designed in collaboration between the community and the government and other stakeholders.

Currently participatory works are being done by the local communities in different urban and rural areas in Ethiopia. The selected city for the study is Addis Ababa and there are development activities undertaken by the communities of the city in their sub-city for local development. The study focused on three woredas from one of the sub-cities i.e. Lideta sub-city, woredas 8, 9 and 10. The participatory development work is supported by the city administration and voluntarily organized community groups and a regulation is also designed to govern the participatory development works.

Information on the modalities, the outcomes and the process how the participatory practices are undertaken is scant and empirical studies are shallow in these thematic area. This study tried to assess the participation of the local community in sustainable Local economic development. The contribution of community participation to local economic development is measured using new business entries and proliferation of small industries and expansions in employment

opportunities. And the participation of the community is measured using the attitudes of the community towards the Participatory Local Economic Development works (PLED), equality and equity of benefits obtained from the PLED by all the communities and fair and free democratic election of the committees.

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

Different scholars agree that community participation is vital for sustainable development either at local, regional or national level as involvement of the local community is one of the criteria of sustainable development. In Addis Ababa city at all sub cities efforts were and is underway to ensure Participatory community economic development work on various issues like construction of access roads, public toilets, sport centers, etc. A regulation is also prepared to guide the participatory development work at sub-cities, Woreda and Kebele levels in the city.

Theoretically entrepreneurship, expansion of small and micro enterprises is to be fully owned by the local community. And the local development works must create employment opportunity for the local community. New businesses must flourish; small medium and large industries must also emerge from the community's effort for Participatory local economic development (OECD, 2010). And the question of participation is inextricably linked to sustainable development, for without a plurality of actors and approaches, sustainable development cannot be realized (United Nation's University, 2006). But Community members are often complaining that there is a problem in involving the community in decision making and in the works undertaken by the community and the effects of the participatory works are not as such visible as well. This created a gap in the participatory development activities and in their sustainability.

Bole, Yeka, kirkos, Akaki-kality, Nefas Silk-Lafto and Kolfe-Keraniyo sub-cities are registered to have improving participatory work despite their higher population size compared to other sub-cities (AACA-CHDO). Therefore in this study among the remaining three sub-cities, Lideta sub-city is investigated.

In Lideta sub-city participatory community work aimed at local economic development, was started some years ago. Addis Ababa city administration has organized a team of workers and experts in community participation. Different developmental activities are undertaken in each sub-city. The local government, the city administration, NGOs, civil societies, and different stakeholders are contributing to the development of the local economy.

This study assesses the participatory development process in Lideta sub-city, woreda 8, 9 and 10. The study focus was on the modalities and process of the community participation and the outcomes in terms of sustainable local economic development. The objectives and research questions below are identified based on these focus areas.

### **1.3. Research Objectives**

#### **1.3.1. General Objectives**

The general objective of this study is to assess the community's participation in local economic development and the outcome in terms of sustainable local economic development.

#### **1.3.2. Specific objectives:**

Specific objectives are to:

- ❖ Assess the participation of the community in PLCEDW.
- ❖ Explore the institutional set up and the modus operandi of the PLCEDWs.
- ❖ Assess the sustainability of the (PLCEDWs).
- ❖ Analyze the attitude of the community towards (PLCEDW).
- ❖ Identify the key problems of (PLCEDW) in the study areas.

### **1.4. Research Questions**

To achieve the predetermined general and specific objectives this study answers questions related with community participation and sustainable local economic development in Lideta sub-city, woredas 8, 9 and 10. Hence the following are the research questions to be addressed by the study:

- ❖ How the PLCEDW is undertaken in the study woredas?
- ❖ In what way is the city administration working with the PLCEDWs
- ❖ Are the development projects undertaken in the study areas sustainable?
- ❖ What is the level of the PLCEDW in the community's perception?
- ❖ What are the problems in PLCEDW in the study areas?

## **1.5. Scope of the Study**

Development is holistic which encompasses social, economic, cultural and political dimensions. To ensure development, socio economic, political and cultural change must be there. These dimensions of human life are inseparable and development cannot be real with the absence of one of these dimensions. But in scrutinizing development, considering each component separately will give an advantage of deep and clear knowledge of the pros and cons of development from each component. Hence in this study the nature and purpose of the research, the time and budget forced to concentrate on one single dimension without denying the importance of others. Hence this study assesses the economic dimension of development in its grassroots level- “Local Economic Development” which is achieved through the effort of the community in the locality.

Despite the fact that community participation work in development of local economy is a very important and being undergoing in all the ten sub-cities of Addis Ababa city administration, it is impossible to investigate deeply by studying more than one sub-city with a number of woredas as a case because of cost and time constraint and also the nature and purpose of the research. Hence this study is concentrated on three selected woredas from Lideta sub-city. In Lideta sub-city participatory development activities are being undertaken like others sub-cities. Among the ten sub-cities Bole, Yeka, kirkos, Akaki-kality, Nefas Silk-Lafto and Kolfe-Keraniyo sub-cities are registered to have improving participatory work despite their higher population size compared to other sub-cities (AACA-CHDO). Hence in this study among the remaining three sub-cities, Lideta sub-city is selected. The researcher has Experience in participatory development works in the sub-city. More over the three woredas selected from the sub-city are geographically connected and in conducting participatory activities together and are the best achieving woredas in the sub-city.

The participatory development processes from 2011, i.e. from the time were the formal institution for PLCEDW is established to 2014 is investigated.

## **1.6. Significance of the Study**

Beyond its importance as partial fulfillment for Masters of Arts in Public Management and Policy, this study can be used as input in improving of the community’s participation in the woredas studied and in the sub-city or city level as a whole.

In addition, this study can be used as an input for a researcher interested on the area in the sub-city in particular or in the city administration in general.

### **1.7. Challenges of the Study**

In conducting this study, different challenges are encountered. Most of the problems are faced during the collection of relevant data. Survey conducted in three woredas which contains more than 5000 households. Distribution and collection of 400 questionnaires in per house base was the difficult thing as the community is settled densely in some part of the area and scattered in other part. Hence the researcher is forced to employ data collectors to manage the bulk of surveys in each woredas.

The problem of absence of documented records of the developmental activities undertaken by the PLCEDWs was another problem and the researcher was forced to go to the sub-city frequently to obtain the documents.

The researcher was in a problem during the conducting of the FGD. The participants were not comfortable to come together from different areas. This problem was remedied by the help of the coordination committees and some individuals.

The researcher was also in a serious financial problem in conducting the study because the fund allocated to the study was insufficient to cover the whole expenses. Hence the researcher covered part of the total amount personally.

### **1.8. Organization of the study**

The study is organized in to five chapters. The first chapter contains the introduction of the study. In this chapter the background of the study, the problem statement, the general and specific objectives, the research questions, the significance of the study and the challenges and limitations of the study are included.

The second chapter contains the related literature reviews with the issue under investigation. Issues related with development, economic development, local economic development, participation and community development are deeply discussed in this chapter.

The third chapter is about the methodology of the study. The research design, the data collection tools, the sampling method and sample size determination, method of data analysis and presentation and other issues related with the methodology employed on the study is discussed.

The fourth chapter is about the data presentation and analysis. All the data obtained using all the data collection tools and the information obtained from key informants and document analysis is analyzed and reported in this chapter.

The last chapter is about the conclusion and recommendation. Based on the data collected and the analysis undertaken, conclusions and important recommendations are forwarded in this chapter.

## **CHAPTER TWO**

### **REVIEW OF LITERATURE**

#### **2.1. Local Economic Development**

Local economic development is a current, popular concept with a contested meaning. Broadly speaking, local economic development relates to the increased level of control exercised over economic development by local urban agencies; this includes local business, local government, community organizations and non-governmental organizations (Stohr, 1990). There is not one single strategy or action which comprises local economic development; instead it is a term to describe the local initiatives that respond to development needs at the local level. In other words, the focus is on using local people with local approaches for local outcomes (Stohr, 1990). LED means more than just economic growth. It is promoting participation and local dialogue, connecting people and their resources for better employment and a higher quality of life for both men and women (ILO, 2013).

The World Bank describes local economic development as follows: Local economic development (LED) offers local government, the private and not-for-profit sectors, and local communities the opportunity to work together to improve the local economy. It focuses on enhancing competitiveness, increasing sustainable growth and ensuring that growth is inclusive. LED encompasses a range of disciplines including physical planning, economics and marketing. It also incorporates many local government and private sector functions including environmental planning, business development, infrastructure provision, real estate development and finance (The World Bank Group, 2011).

The practice of local economic development can be undertaken at different geographic scales. A local government pursues LED strategies for the benefit of its jurisdiction, and individual communities and areas within a local government's jurisdiction can also pursue LED strategies to improve their economic competitiveness. Such approaches are most successful if pursued in partnership with local government strategies. LED is, thus about communities continually improving their investment climate and business enabling environment to enhance their competitiveness, retain jobs and improve incomes (The World Bank Group, 2011).

Local communities respond to their LED needs in many ways, and a variety of approaches can be taken that include:



- Ensuring that the local investment climate is functional for local businesses;
- Supporting small and medium sized enterprises;
- Encouraging the formation of new enterprises;
- Attracting external investment (nationally and internationally);
- Investing in physical (hard) infrastructure;
- Investing in soft infrastructure (educational and workforce development, institutional support systems and regulatory issues);
- Supporting the growth of particular clusters of businesses;
- Targeting particular parts of the city for regeneration or growth (areas based initiatives);
- Supporting informal and newly emerging businesses;
- Targeting certain disadvantaged groups.

Source: World Bank (2011). <http://go.worldbank.org/EA784ZB3F0>.

The purpose of local economic development (LED) is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and nongovernmental sector partners work collectively to create better conditions for economic growth and employment generation (World Bank, 2010). Similarly, Zaaijer and Sara (1993) as cited in Nel (2001), define local economic development as –essentially a process which local governments and/or community based groups manage their existing resources and enter into partnership arrangements with the private sector, or with each other, to create new jobs and stimulate economic activity in an economic area”. The overall purpose is to create an economic structure that facilitates and enables an improving quality of life. OECD also described local economic development as follows: the purpose of local development is to build the capacity of a defined territory, often a municipality or region, to improve its economic future and the quality of life for inhabitants. This definition emerges from a consensus between global institutions such as the World Bank, United Nations, and the Organization for Economic Development and Co-operation (OECD), academics, and from experienced practitioners on the ground.

Local development makes an important contribution to national economic performance and has become more critical with increased global competition, population mobility, technological advances, and consequential spatial differences and imbalances. Effective local development can reduce disparities between poor and rich places, add to the stock of locally generated jobs and firms, increase overall private sector investment, improve the information flows with investors

and developers, and increase the coherence and confidence with which local economic strategy is pursued. This can also give rise to better diagnostic assessment of local economic assets and distinctive advantages, and lead to more robust strategy assessment (OECD, 2010).

Cities have become a focus for renewed efforts to promote local development over the past 20 years. National governments are recognizing the need to empower cities and regions so that they can take the decisions and interventions needed to optimize their relative economic performance, and thus contribute more to national growth and development. In some contexts this has led to a renewed impulse for the devolution of power and authority to local governments, and in others it has led to efforts by state, national, and federal governments to better support local and regional initiatives (OECD 2010). To exploit these opportunities, local governments may need to support the adjustment of their local economies, ~~re~~“re-engineer” their offer and leverage their assets to better compete in an internationally open and knowledge-driven economy. This includes fostering the skills of the labor pool as well as improving the productivity of infrastructure, the attractiveness of the business environment and the quality of life available. It can also involve explicit efforts to ~~re~~“reposition” the local economy within contested international markets for locations (OECD 2010).

According to the World Bank (2004), the LED concept itself has passed through three broad waves of developments. Today LED is in its third wave; the table given on the next page summarizes the three waves of LED.

Table: 2.1. History of Local Economic Development

<b>The Three Waves of Local Economic Development</b>		
<b>Wave</b>	<b>Focus</b>	<b>Tools</b>
<b>First:</b>  <b>1960s to early 1980s</b>	During the first wave the focus was on the attraction of: <ul style="list-style-type: none"> <li>➤ mobile manufacturing investment, attracting outside investment, especially the attraction of foreign direct investment</li> <li>➤ hard infrastructure investments</li> </ul>	To achieve this cities used: <ul style="list-style-type: none"> <li>➤ massive grants</li> <li>➤ subsidized loans usually aimed at inward investing manufacturers</li> <li>➤ tax breaks</li> <li>➤ subsidized hard infrastructure investment</li> <li>➤ expensive “low road” industrial recruitment techniques</li> </ul>
<b>Second:</b>  <b>1980s to mid 1990s</b>	During the second wave the focus moved towards: <ul style="list-style-type: none"> <li>➤ the retention and growing of existing local businesses</li> <li>➤ still with an emphasis on inward investment attraction, but usually this was becoming more targeted to specific sectors or from certain geographic areas</li> </ul>	To achieve this cities provided: <ul style="list-style-type: none"> <li>➤ direct payments to individual businesses</li> <li>➤ business incubators/workspace</li> <li>➤ advice and training for small- and medium sized firms</li> <li>➤ technical support</li> <li>➤ business start-up support</li> <li>➤ some hard and soft infrastructure investment</li> </ul>
<b>Third:</b>  <b>Late 1990s Onwards</b>	The focus then shifted from individual direct firm financial transfers to making the entire business environment more conducive to business.  During this third (and current) wave of LED, more focus is placed on: <ul style="list-style-type: none"> <li>➤ soft infrastructure investments</li> <li>➤ public/private partnerships</li> <li>➤ networking and the leveraging of private sector investments for the public good</li> <li>➤ highly targeted inward investment attraction to add to the competitive advantages of local areas</li> </ul>	To achieve this cities are: <ul style="list-style-type: none"> <li>➤ developing a holistic strategy aimed at growing local firms</li> <li>➤ providing a competitive local investment climate</li> <li>➤ supporting and encouraging networking and collaboration</li> <li>➤ encouraging the development of business clusters</li> <li>➤ encouraging workforce development and education</li> <li>➤ closely targeting inward investment to support cluster growth</li> <li>➤ supporting quality of life improvements</li> </ul>

Source: <http://go.worldbank.org/XC74PWPTZ0> (Accessed on January 14, 2014)

### 2.1.1. Local Economic Development Strategy

The World Bank introduced a five step strategic planning of LED which is an integral part of the broader strategic planning process for a sub national region, city, town or rural area. Effective strategic planning ensures that priority issues are addressed and limited resources are well targeted. The five-step planning process detailed should be tailored to complement, and correspond with, other local planning processes. The process is not prescriptive and should be adapted to meet the needs of the individual community (World Bank, 2011).

### **Stage One: Organizing the Effort**

A community begins the LED strategy planning process by identifying the people, public institutions, businesses, community organizations and other groups with interests in the local economy. This is often led by the local government, usually the mayor or chief executive. The skills and resources that each of these stakeholders bring to the strategy process provide a critical foundation for success. The identification of these individuals and organizations assumes some basic knowledge of the workings of the city economy. A resource audit is a necessary input to the strategy, and should include the identification of financial, human and other capital resources that can contribute to the LED strategy. Working groups and steering committees can be established to ensure that both formal and informal structures are in place to support strategy development and implementation. Other issues that need to be tackled in the early stages include establishing LED staff teams and appropriate political processes.

### **Stage Two: Conducting the Local Economy Assessment**

Each community has a unique set of local attributes that can advance or hinder local economic development. These include its economic structure, its human resource capacity to carry out economic development, and how conducive the local government investment climate is to economic and business activity. The aim of the local economy assessment is to identify the community's strengths and weaknesses including its human resource capacity, local government's 'friendliness' to all types of business activities from corporate to informal, and the opportunities and threats facing the local economy. The goal of the assessment is to create an economic profile of the community that highlights the basis of its comparative and competitive advantage in relation to neighboring communities and other regional, national or international competitors.

### **Stage Three: Developing the LED Strategy**

As part of the LED strategy, a shared economic vision for the community and LED goals, objectives, programs, projects and action plans will be developed. This process ensures that all major stakeholder groups are given the opportunity to define what is to be achieved, how it is to be achieved, which will be responsible and the timeframes associated with the implementation of the LED strategy. Most importantly, the LED strategy and action plans must be finely assessed against the staff resource capacity to carry them out, as well as the budgetary constraints.

Ultimately, the strategy's action plans should be incorporated into the work and budgetary program of the local authority, and appropriate elements taken on by other stakeholders (business associations, utilities, educational institutions, etc.). The aim is to leverage strengths, overcome weaknesses, exploit opportunities and deal with threats.

#### **Stage Four: Implementing the LED Strategy**

Strategy implementation is driven by the LED action plans. Ongoing monitoring is provided through the formal structures identified and created in step one, and evaluation of specific project outcomes ensures that the strategy continues to lead to the achievement of the LED vision, goals and objectives. In undertaking strategy implementation, it is important to identify and establish the appropriate institutions to carry out the plans.

#### **Stage Five: Reviewing the LED Strategy**

Good monitoring and evaluation techniques help to quantify outcomes, justify expenditures, determine enhancements and adjustments, and develop good practices. This information also feeds into the review of the complete LED strategy. The LED strategy should be reviewed at least annually to ensure that it remains relevant. It may be that conditions have changed or that the initial assessment was incorrect to the local conditions. The LED strategy should evolve continuously to respond to the ever changing competitive environment.

### **2.1.2. Key local economic development activities**

There are a number of activities which are undertaken in the process of developing the economy of a locality and “different cities will have different strengths and weaknesses requiring different development strategies” (Meyer, 2000: 29). For example: locality development; business development; human resource development; and developing creative cities. These distinctions, which structure the discussion below, are based on the division of local economic development activities as defined by Blakely (in his 1989 edition, and in Blakely and Leigh, 2010).

#### **Locality development**

Locality development is often considered a role of town planning as opposed to a component of local economic development; however the two are fairly integrated. Locality development is an essential element of local economic development as it is, at least partly, responsible for acting as an economic development stimulant (Blakely and Leigh, 2010). Local governments may acquire

land to be reserved for defined local economic development activities, improve the amenity of the public realm, and provide landscaping and infrastructure for industrial and commercial land in order to encourage the establishment of economic development activities [...] (Meyer, 2000: 29).

Urban renewal and improvement is an element of locality development for local economic development. It influences the type, quality and quantity of economic development attracted to the locality. Inner-city revitalization is a common application of this concept. Housing development is an important component of the urban renewal and improvement concept. It must provide for the variety of needs of the people in the community, and also the associated services to provide for the households (Blakely, 1989). Provision of community facilities is included in locality development. This includes numerous diverse services that range from car-parks and public bathrooms to school holiday programs and museums and art galleries to visitor centers (Blakely, 1989).

However, the focus needs to be on more than simply the physical environment. It can be argued that cities which foster business development enhance economic growth and development. Therefore, business development is another form of local economic development that needs to be examined.

## **Business development**

It is important to have a ‘climate’ conducive to business development (Blakely and Leigh, 2010: 267) in order to provide an environment which has the potential to improve peoples’ quality of life. Blakely and Leigh (2010) identify key business development tools which should enhance the local economy. There are numerous, however three of the most commonly discussed tools in the literature are business support centers, research and development and business clusters (Blakely, 1989; Blakely and Leigh, 2010). Business support centers foster and encourage business growth and development (McCann, 2001).

Research and development has evolved in an attempt to combat declining economic growth rates, as experienced in the United States (Farley & Glickman, 1986). Research and development is one of the key components of the new economic geography. It results in the focus of economic development being on developing new and/or more efficient and effective ways of carrying out

production, providing goods and services, and any other area of the urban environment which can benefit from innovative developments. Business clusters are justified through using the explanation of agglomeration economies of scale. Business clusters are thought of as a magnet for other like businesses to locate within the same urban area (Perry, 2009).

In order for businesses to be able to undertake their desired activities, they need to have an appropriate pool of employees available to them. Therefore, human resource development is an important component of local economic development.

## **Human resource development**

This is an important component, as people need to ‘keep up’ with the skills required for emerging growth sectors in order to maintain skilled employment, and therefore decent income and quality of life, arguably the overall purpose of local economic development. Human resource development can involve enhancement of educational opportunities, the of a lower socio-economic standing in terms of their quality of life and the opportunities that are available to them as the focus of urban planning and development is on the needs of this ‘creative class’. The main critique of local economic development focusing on this concept is that it ignores other, potentially more needy, sections of society (Blakely and Leigh, 2010). Facilitation of job placements specifically, client-orientated job creation and projects which work to encourage the maintenance of jobs into the longer term (Blakely and Leigh, 2010). As well as the skill gap, a locality gap can emerge as employment opportunities move from one location to another (Blakely, 1989). This integrates with the local economic development concept as local economic development strategies aim to attract and retain businesses which provide job opportunities for residents. Human resource development is especially important for the integration of current residents into the future economic structure, which is likely to be based on knowledge industries (Yigitcanlar, 2008). This requires a different skill set to the traditional industrial market, and opportunities need to be available for people to participate in this up-skilling. Human resource development has benefits beyond those directly experienced by the individuals and businesses. As certain areas become specialized in a certain trade or industry, an accumulation of knowledge is found to exist. This is known as localized knowledge accumulation (Henderson 2009: 519).

Focusing on improving the quality of life for urban residents can go beyond simply providing an environment conducive to educational and employment opportunities. For a city to be able to attract and retain an adequate pool of employees, the city must be a desirable place for the

necessary and relevant people to live in. This idea is exemplified through an exploration of the notion of creative cities.

### **Creative cities and the creative class**

Cooke & Lazzarotti (2008) highlight the notion of creative cities, and members of the creative class, being integral components of the modern economy (as part of new economic geography). The idea of a 'creative class' was researched and publicized by Richard Florida in a number of essays and books. The argument is that such a thing as a 'creative city' must exist in order to attract the 'creative class', which comprises the people who have the skills necessary to participate in thriving modern industry (Florida, 2005). This concept has created a wide array of debate among academics and planning practitioners, with many understanding and supporting the concept, and many others finding flaws in the application of such an idea (Ponzini and Rossi, 2010).

Ponzini and Rossi (2010) support Florida's fundamental idea, that creating 'creative cities' will attract the so-called 'creative class' and be beneficial in that area of the economy. What they question however are the impacts this sort of planning mind-set has on those who are not situated within the 'creative classes'. It has been found that there are negative impacts for those of a lower socio-economic standing in terms of their quality of life and the opportunities that are available to them as the focus of urban planning and development is on the needs of this 'creative class'.

### **2.1.3. Local Economic Development in Ethiopia**

Ethiopia has embarked on federal and decentralized forms of government since 1990s. Woreda and urban governments figure prominently in the Ethiopian governance system. These local governments have authority and autonomy to undertake social and economic development as underlined in the different regional constitutions. Ethiopia's decentralization has provided space and opportunities for local governments to determine their future and spearhead their development. In other words, the decentralized structure in Ethiopia has created an enabling environment to undertake LED in Ethiopia. In addition, the fact that cities have their own budget empowers them to implement local economic development from own sources (Tegegne & Clacey, 2011).



The 1995 Constitution formally established the country as a federal state. The Ethiopian federation was composed of nine ethnically defined regional states and two autonomous cities. The regional states are Tigray, Amhara, Afar, Oromia, Somali, Benishangul-Gumuz, Gambella, Harari, Southern Nations Nationalities and Peoples' (SNNPR) regions. Addis Ababa by the constitution and Dire Dawa through federal proclamation were structured as autonomous cities (Art 47 of the FDRE Constitution, 1995).

In the Ethiopian urban planning system, LED may be conceived at two major levels. It may be conceived as part of or to evolve from a city wide holistic urban structure plan/master plan/development plan. LED may be a long term plan having similar time horizon as the structure plan and LEDS could also be conceived as a short term/ medium term municipal plan that is extracted from the long term LEDS. It is from this level of planning that projects are designed to be implemented (Ethiopian Federal Urban Planning Institute, 2006).

As can be seen from the chart (Figure 1) LEDS is structured in the Ethiopian urban planning framework. In an integrated local development planning approach LEDS forms a system of five year development plan together with the other parts of the planning system.

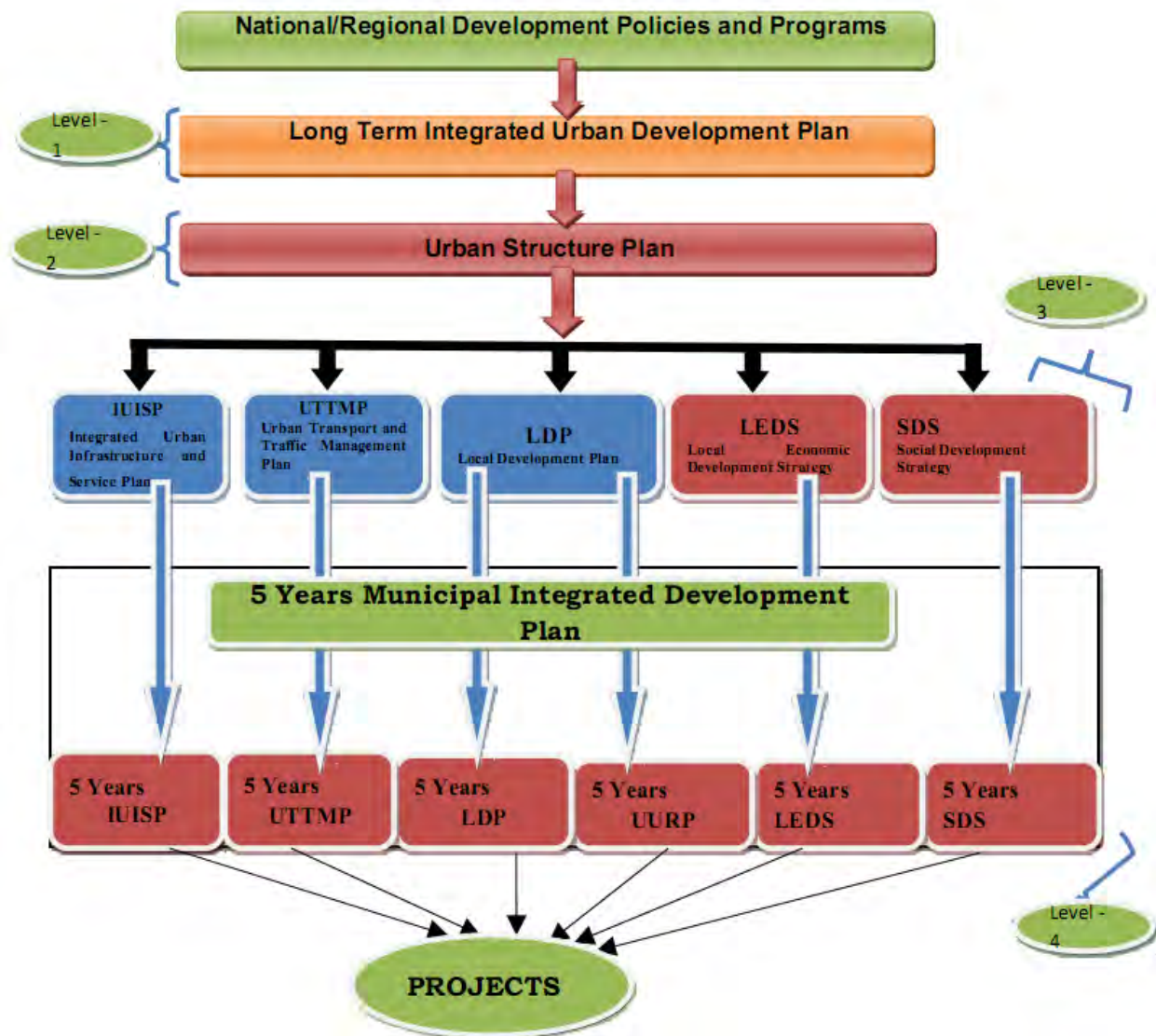


Figure: 2.1. A Framework of the Trend in the Ethiopian Urban Planning System, adopted from MINISTRY OF WORKS AND URBAN DEVELOPMENT, Federal Urban Planning Institute (2006). *LOCAL ECONOMIC DEVELOPMENT STRATEGY MANUAL*.

As GTP focuses on agriculture, LED can assist this initiative by creating enterprises that will be closely linked to agricultural marketing, processing and input provisions. The closest link between GTP and LED, however, comes directly through the micro and small enterprise and the urban development components of GTP. Moreover as LED aspires to create efficient and functioning local economies, it has a direct alignment with growth and transformation efforts. The urban policy, the MSE strategy and the regional development framework provide additional opportunities for the implementation of LED in Ethiopia.

## **2.2. Sustainability: sustainable local economic development**

There are many different definitions of sustainable development coming from various disciplines and with different assumptions about the basic relationship between society and nature (Elliott, 2006). The term “Sustainable Development” is first widely used by World Conference on Environment and Development in 1987 as widely indicated in the report entitled “Our Common Future” (WCED, 1987) often known as the “Brundtland Report”, after its chair the then prime minister of Norway Gro Harlem Brundtland (Elliott, 2006). Sustainable Development is a "Development that meets the needs of the present without compromising the ability of future generations to meet their own needs (World Bank, 1987., WCED, 1987)." Taylor & Francis Group in their book (GIS for Sustainable Development, 2006) edited by Michele Campagna described Sustainable development as: Sustainable development is the term commonly and broadly used to describe a complex range of objectives, activities, and mankind behaviors with respect to the environment which should be consistent with the aims of meeting “the needs and aspirations of the present without compromising the ability of future generations to meet their own”.

[Few years later after the Brundtland report], in 1992, the United Nations Conference on Environment and Development, the ‘Earth Summit’, took place in Rio de Janeiro, Brazil. At the time, it was the largest ever international conference held, with over 170 governments represented (Adams, 2001) and a further 2,500 NGOs and 8,000 accredited journalists attending (O’Riordan, 2000). The central aim was to identify the principles of an agenda for action towards sustainable development in the future. The challenge was seen to require consensus at the highest level, so that, for the first time, heads of state gathered to consider the environment. By this time, the term ‘sustainable development’ had also ‘gained a currency well beyond the confines of global environmental organizations’ (Adams, 1990: 2 as cited by Elliott, 2006).

### **2.2.1. Models for Sustainable Development**

Moving towards sustainable development presents tremendous challenges. Man has all the tools necessary for achieving it. However, we tend to forget that in order to survive, we need to adapt to nature and not vice-versa (Centre for Environment Education, 2007). Understanding sustainable development calls for looking at different models designed by different scholars in the area hence for this study three models are described.

### 2.2.1.1. The Three Pillar Basic Model

This is one of the most well-known models created using the three dimensions -Economy, Environment and Society.



Figure: 2.2. The three basic pillar model of Sustainable development, adopted from (Centre for Environment Education, 2007)

The diagram shows three interlocking circles with the triangle of environmental (conservation), economic (growth), and social (equity) dimensions. Sustainable Development is modeled on these three pillars. This model is called ‘three pillars’ or ‘three circles model’. It is based considering the society, but does not explicitly take into account ‘human quality of life’ (Centre for Environment Education, 2007).

### 2.2.1.2. The Egg of Wellbeing Model

[This model] integrates people's wellbeing and ecosystem wellbeing in a unique manner by assessing them together. The method guides people through the development of their context-specific vision of sustainability and of the means to measure changes towards realizing that vision (IUCN, 2001).

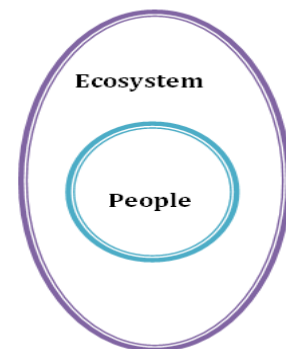


Figure: 2.3. The Egg of Wellbeing adopted from IUCN Monitoring and Evaluation Initiative May 2001: IUCN RESOURCE KIT FOR SUSTAINABILITY ASSESSMENT.

The core principle of Sustainability Assessment as developed by IUCN, (2001) is that sustainable development must be a combination of human wellbeing and ecosystem wellbeing. Human wellbeing is defined as a condition in which all members of society are able to determine and meet their needs and enjoy a range of choices to meet their potential. Ecosystem wellbeing is defined as a condition in which the ecosystem can maintain its diversity and quality, and thus its capacity to support people and the rest of life in addition to the potential to adapt to change and provide a wide range of choices and opportunities for the future.

The two parts can be pictured as an egg, and the concept has been dubbed the Egg of Wellbeing (see figure 2.3.) People depend on the ecosystem, which surrounds and supports them much as the white of an egg surrounds and supports the yolk (IUCN, 2001). At the same time, a healthy ecosystem is no compensation if people are victims of poverty, misery, violence or oppression. Just as an egg can be good only if both the yolk and white are good, so a society can be well and sustainable only if both people and the ecosystem are well (IUCN, 2001).

Human wellbeing is inherent in the idea of sustainability, as it would be unimaginable to want to perpetuate a low standard of living. Ecosystem wellbeing is a requirement because the ecosystem that supports life and makes possible any standard of living. Trade-offs between the needs of people and the needs of the ecosystem will always exist but can be limited and short term, rather than permanent (IUCN, 2001).

### **2.2.1.3. Prism of Sustainability**

This model was developed by the German Wuppertal Institute and defines SD with the help of four components - economy, environment, society and institution.

In this model the inter-linkages such as care, access, democracy and eco-efficiency need to be looked at closely as they show the relation between the dimensions which could translate and influence policy. In each dimension of the prism, there are imperatives (as norms for action). Indicators are used to measure how far one has actually come in comparison to the overall vision of SD.

This is described in the following diagram.

## The Prism of Sustainability: Dimensional Goals.

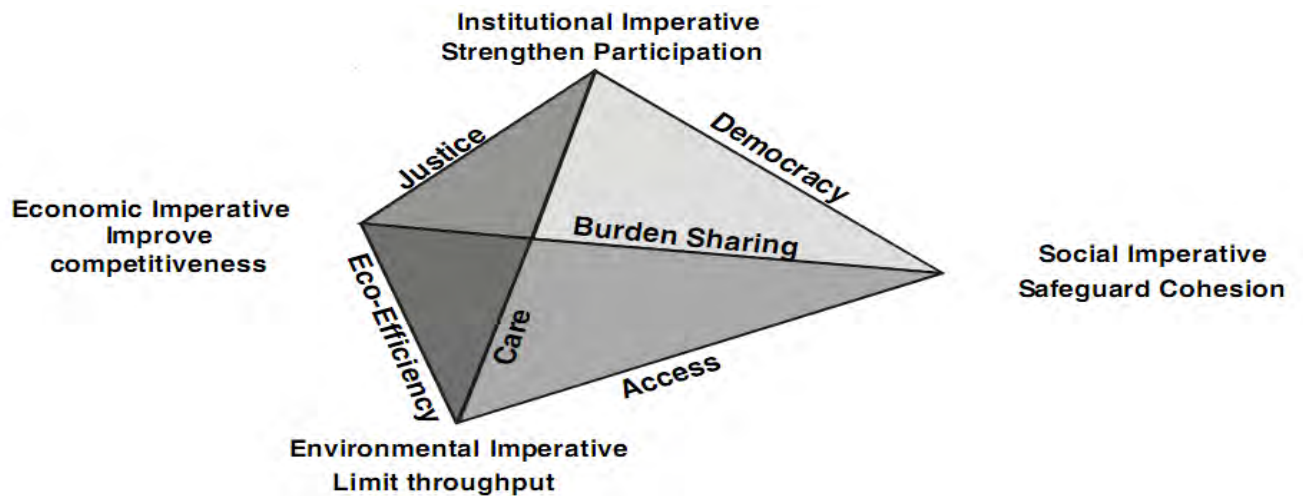


Figure: 2.4. The Prism of Sustainability: adopted and modified from Germany Wuppertal Institute, 1999.

### 2.3. Participation

Participation in its dictionary meaning is an act or instance of participating, a sharing, as in benefits, the action of taking part in something, the act of participating, the state of being related to a larger whole etc (see in merriam-webster, Oxford dictionary, free online dictionary).

For the last twenty years, the concept of participation has been widely used in the discourse of development. For much of this period, the concept has referred to participation in the social arena, in the community or in development projects. Increasingly, however, the concept of participation is being related to rights of citizenship and to democratic governance (World Bank, 1995).

Participation is a rich concept that varies with its application and definition. The way participation is defined also depends on the context in which it occurs. For some, it is a matter of principle; for others, practice; for still others, an end in itself (World Bank, 1995).

Definition of participation adopted by the World Bank's Learning Group on Participatory Development is: Participation is a process through which stakeholders influence and share control over development initiatives and the decisions and resources which affect them.

Participation, in the development context, [however] is a process through which all members of a community or organization are involved in and have influence on decisions related to development activities that will affect them. That implies that development projects will address those community or group needs on which members have chosen to focus, and that all phases of the development process will be characterized by active involvement of community or organization members (USADF, 2013).

Often the term participation is modified with adjectives, resulting in terms such as community participation, citizen participation, people's participation, public participation, and popular participation.

### **2.3.1. Community Participation**

What is active community participation? How can you know when you have achieved it? What does it look like? The truth is that, there is no one right way to achieve deep community involvement. It will look different in every community. Yet, there are some common elements to sound participation that will be found in all communities (USDA, 2000).

#### **1. Many People**

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

#### **2. Many Centered**

Participating communities are open to involvement by many groups. They divide up responsibilities in a way that draws on the special talents and interests of contributing organizations by assigning responsibility for independent action to these groups. In short, under the overall umbrella of a representative community board, power and responsibility are decentralized in a participating community. The result is a community that has many centers of activity and that is capable of reaching deeply into the natural enthusiasm and talents of its citizens (Reid, 2000).

#### **3. Open and Advertised**

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

#### **4. *Open to All Ideas***

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

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

#### **5. *Inclusive and Diverse***

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

Further, participating communities do not sit by passively, waiting for a diverse group of citizens to present themselves for involvement. They realize that past discrimination, inexperience, and individual reluctance can hinder full community involvement, and they actively reach out to all citizens to invite active contributions to the community's business (Reid, 2000).

#### **6. *Open Mind, Open Process***

As a consequence, participating communities operate so that it is clear to all that they are not



controlled by any one organization, do not represent any one group of people, and are not limited to any one philosophy or way of doing business. Their leadership is used to facilitate discussion of a diversity of viewpoints, rather than to push its own agenda. Leaders are not ego-driven but focused on operating a high-quality, open decision-making process. In short, they are open-open in mind, and open in the way they carry out community activities (Reid, 2000).

### 2.3.2. Forms of community participation

FORM	CHARACTERISTICS	OBJECTIVES
Manipulation	<p><b>The participation of the community is included for exploitative reasons.</b></p> <ul style="list-style-type: none"> <li>♣ Communities are included in the service delivery process without positive intension or meaningful end.</li> <li>♣ There is no participatory decision making.</li> <li>♣ Initiatives manipulate communities to obtain agreements to interventions or human and financial resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Free labor</li> <li>• Cost recovery</li> <li>• Meeting donor conditionality</li> <li>• Political gain</li> </ul>
Information participation	<p><b>Many projects masquerade as being participatory but local government only impart or communities provide information.</b></p> <ul style="list-style-type: none"> <li>♣ Communities are given information about local government's intensions. This information is controlled by the government body and decision making is unlikely to be open to change. The process is not transparent, and the local government is not accountable. And/or</li> <li>♣ Communities share information with the local government. There is no control over the way information is used and there is no feedback process.</li> </ul>	<ul style="list-style-type: none"> <li>• Service in place and in use</li> <li>• Minimizing community resistance to proposed interventions (e.g. communities surrendering land to widen roads)</li> <li>• Cost recovery</li> </ul>

<b>Consultation participation</b>	<p><b>Form of participatory service delivery found in local governments with positive intensions towards participation, some limited capacity building, but little of process.</b></p> <ul style="list-style-type: none"> <li>♣ Forums are established through which communities can communicate their views on intended proposals.</li> <li>♣ Information and decision making controlled by government but may be adapted to suit local requirements.</li> <li>♣ Group formation promoted.</li> <li>♣ Greater accountability.</li> </ul>	<ul style="list-style-type: none"> <li>• Service in place and in use</li> <li>• Minimizing community resistance to proposed interventions</li> <li>• Ownership</li> <li>• Sustainability</li> <li>• Cost recovery</li> <li>• Targeting of the vulnerable groups for more equitable development</li> </ul>
<b>Co-operation participation</b>	<p><b>Stronger form of community decision making normally promoted by local government after some capacity building or policy change (or maybe facilitated by NGOs)</b></p> <ul style="list-style-type: none"> <li>♣ The local government and the community cooperate in an alliance towards improved and demand responsive service delivery.</li> <li>♣ Communities are included in the process from an early stage.</li> <li>♣ Generally more cognizant of the needs of women and other vulnerable groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Community capacity building</li> <li>• Ownership</li> <li>• Sustainability</li> <li>• Efficiency</li> <li>• Target vulnerable groups</li> <li>• Cost sharing</li> <li>• Possible objectives is the empowerment of the community</li> </ul>
<b>Mobilization participation</b>	<p><b>Communities are in control of decision making process and local government enter in to initiatives as required by the community.</b></p> <p>Local governments respond to the effort of communities, or facilitate communities to control their own initiatives.</p>	<ul style="list-style-type: none"> <li>• Community empowerment</li> <li>• Community manages service delivery</li> <li>• Cost recovery</li> </ul>

*Table: 2.2 Forms of community participation (adopted and Modified from Plummer, 2000)*

### 2.3.3. Barriers of Community Participation

However, there are powerful factors that act as *barriers* to participation, thereby weakening the participation chain. These may be grouped under the following themes (according to Jo Moriarty et al, 2007):

- Personal barriers, for example the sense of personal powerlessness that stems from long-term reliance upon others and the costs of involvement to participants.
- Institutional and political barriers, for example a formal meetings culture and the use of language that does not encourage dialogue.
- Economic and cultural barriers, especially in communities where there is decline and fragmentation.
- Technical barriers such as the lack of accessible formats and technological support for groups to enable service users to participate effectively or difficulties in getting small amounts of funding for support costs (Beresford & Hoban, 2005, pp19-21 as cited in Moriarty et al, 2007).

### **2.3.4. Participation and Community development**

The concept **Community development** is the new paradigm of development that focuses on participatory methodologies and ensures the involvement of the community in the decision making process. It also encourages the use of practical and generalist skills, on locally derived revenues (Maser, 1997; Abott, 1995; Hawken, 1983). It is also a process of organization, facilitation and action that allow people to create a community in which they want to live through a conscious process of self-determination (Maser, 1997). It also operates successfully within the specific environment where the government is open for community involvement in the decision-making process (Abott, 1995).

Participation is a vehicle to achieve to development that community members can involve directly in development process [hence] without participation Community development could not be achieved (Zadeh and Ahmad, 2009). Participation is a good thing and important for many reasons and it has some benefits for the individuals of the community (Zadeh and Ahmad, 2009). Among the benefits the following are the most important:

**Awareness:** Public participation also creates an awareness of the problem and possible solutions among the people and thereby equips them as citizens to exercise, relevant to development in a rational manner (Arora, 1979).

**Confidence:** participation not only may include increased confidence and self-esteem, the chance to acquire new skills, but also leads to greater satisfaction and improved quality of life

(Moriarty et al., 2007). Participation promotion aims at ensuring that decisions affecting the community are taken by all community members (Zadeh and Ahmad, 2009).

**Find out own potential:** By helping people realize their own potential, participation can make citizens feel that the decisions of the system of which they are a part are their own. This process can induce increased popular enthusiasm for the implementation of decisions (Arora, 1979).

**Planning:** Participation offers new opportunities for creative thinking and innovative planning and development. Participation is understood as giving a few influential people a voice in local decision making and planning whereas the most needy and deprived, who may be the majority of the community, are not even consulted, let alone given a part in the process (Johnston, 1982).

**Effectiveness:** Participation can help us target resources more effectively and efficiently (Breuer, 1999). Participation promotes efficiency, effectiveness and equity in the total process of development (Arora, 1979). Hence, involving communities in decision-making will lead to better decisions being made, which are more appropriate and more sustainable because they are owned by the people themselves (Breuer, 1999). Participation can reduce the risk of project failure and the cost of the project.

**Discussion:** It's necessary to explain community development in order to elaborate participation.

**Government programs:** The technical assistance in planning and in carrying out the various programs is provided by the government (Arora, 1979).

### **2.3.5. The Principles, Problems and Key issues in Participatory Local community economic development**

Community Participation in local economic development is the necessary point to be discussed in this review. The theories and principles of community participation in development are discussed hereunder. Lucius Botes and Dingie van Rensburg articulated the twelve commandments and the problems for community's participation in development.

#### **Principles of Participatory community economic development**

##### **1. Approach each situation with humility and respect**

People who have lived their whole lives in communities and who have a direct stake in the outcome of a project have vital knowledge to contribute. Those people will likely not share that knowledge if they are not made welcome to do so or if their knowledge and intelligence is not respected.

## **2. Understand the potential of local knowledge**

Practitioners of participatory development recognize the power of local knowledge. Authors such as Rajest Tandon, Vandana Shiva and Robert Chambers (Tandon, 1988; Shiva, 1989; Chambers, 1983) eloquently discuss the importance and diversity of people's knowledge. Working with communities, highlights the uniqueness of people's knowledge like no text-book can.

## **3. Adhere to democratic practice**

All too often, in our work lives we neglect the principles of democracy our societies are supposed to be built upon. The work world accepts a hierarchical order very readily (Saul, 1992). Participatory approaches challenge us to extend our notions of democracy into all spheres of our lives, including work. In participatory development practitioners recognize the tensions between democratic ideals and hierarchical structures and work towards overcoming the barriers to truly democratic work (Keough, 1998).

## **4. Acknowledge diverse ways of knowing**

A participatory development practitioner must be open to the notion of ways of knowing. In traditional practice the scientific, European-based way of knowing is valued above all others. However, in communities there still exists a tremendous diversity of knowledge systems, whether it is local experiential knowledge, intuitive knowledge, or indigenous knowledge in all its manifestations. Participatory development practitioners recognize and try to understand and work within the knowledge system of the community they are working with (Keough, 1998). In the natural world diversity is seen as a virtue. The more diverse an ecosystem, the more stable and resilient it is. Diversity gives birth to possibility. The more diverse the opportunities to learn, the more diverse the methods employed, the more systems of knowledge explored, the more satisfying and successful will be the development process. Participatory methods allow that diversity to be explored to its fullest. An acknowledgement of the diversity of ways of knowing

sensitizes us to the limits of epistemological correctness. During a course in Athabasca, Alberta, Canada, participants learned that dioxins and furans are deadly carcinogenic compounds which result from the industrial wood pulping process (Richardson et al, 1993). These substances we know today are deadly in minute amounts hardly detectable. In fact ten years ago, amounts considered dangerous today were detectable. Our science told us they did not exist and pulp mill effluent was not harmful. People in Athabasca justifiably wonder what other undetected substances will, in future, prove harmful.

## **5. Maintain a sustainability vision**

Ecological collapse, strands of the web of life are snapped trees devoured by automobiles rivers run dry for color TVs flashing billboards in a sea of lights we sell our souls, if the price is right. Sustainable development is ubiquitous in the 1990s. However, it has lost its meaning because of the myriad ways it is used and co-opted. Participatory development practitioners work from a 'strong' view of sustainability, which begins with ecological sustainability (Rees and Wackernagel, 1996). In this sense, participatory practice encompasses an expanded view of community and strives to incorporate the natural world into participatory frameworks. Participatory practitioners act as advocates of sustainability approaches. In my five years working in environmental education it has been reinforced to me that the discussion of sustainability has to start with the natural environment. We inescapably live in a finite world with finite resources (Rees and Wackernagel, 1996).

There is no alternative but to recognize this and to recognize that without functioning healthy ecosystems, human beings, human societies, even mutual funds, will not exist. The human species is in fact a product of many billions of years of the evolution of life. We have come into being in relationship to every other living species and cannot exist outside of the functioning ecosphere (Swimme and Berry, 1992). Within human society our goal is to improve our quality of life or to maintain quality of life of every individual equitably. As an instrument to achieve this quality of life we have created an economy. This economy exists within the human sphere - is one element of it. The economic system is of the human system and the human system is of the ecological system. Unfortunately, in our world today we live under the illusion of a completely opposite relationship between the ecosystem, human society and the economy. Paramount is the maintenance of our economic system, even at the detriment of our social system. And further, we

attempt to maintain our species' material standard of living - part of our greater social system – to the detriment of our ecological system.

## **6. Put reality before theory**

Herman Daly and John Cobb in their book, entitled *For the Common Good*, discuss the concept of misplaced concreteness (Daly and Cobb, 1989). They argue that in the economic realm society has applied a misplaced concreteness to economic theory, and forgotten that it is only theory. In dealing on a daily basis with community issues, the shortcomings of theory become clearly evident, and it is a challenge for those of us immersed in our practice to recognize these shortcomings. There is the tendency to put theory ahead of reality - to make reality fit theory. But theories are merely simplified, useful, but incomplete, approximations of reality. It is the real issues and complexity of community which must be the starting point for learning and transformation. In attempting to work in an open, community-based, participatory process, the walls of official knowledge come down and you quickly learn which emperors have no clothes.

## **7. Embrace uncertainty**

One of the hardest lessons to learn as a facilitator of a participatory process is to embrace uncertainty. All too often our educational system is geared toward giving answers. But concrete answers do not always exist. There are often many answers and there are often many more questions. For participatory development practitioners and community people, accepting uncertainty is a must in participatory process. In participatory development we see reality as best we can, we analyze it and act upon our best judgment, and then re-assess where we are anew. As Freire and Horton said, 'We make the road by walking' (Freire and Horton, 1987).

Participatory development practitioners embrace uncertainty and, in the face of epistemological correctness, stand by their convictions of the value of participatory methods. The adherence to a participatory process can be a hard-nosed strategy for achieving results but it is also a value-laden and moral position. We can show results with this method, but that is not the entire story. The knowledge embedded in a participatory process is often beyond scientific proof. Scientific proof is for science. If we value and use other ways of knowing we have to accept other means of assurance (Keough, 1998). Intuition for example or the conviction that the process itself is

important independent of any other outcomes. It is immaterial to ask whether a democratic process is efficient or economical if, from a moral position, we believe in democratic process. This is not a judgment science can make for us. Those of us involved in a participatory process, faced with the demand for proof, at times have to stand by our convictions and assert our ability to know in other ways (Keough, 1998).

## **8. Recognize the relativity of time and Efficiency**

Efficiency Participatory development practitioners face a battle against deeply embedded notions of time and efficiency. Saving time and working efficiently are unassailable principles of the modern world. But human process keeps its own time and defines efficiency in qualitative as well as quantitative terms. As practitioners we need to be aware of these tensions and work to be true to the pace of the process.

## **9. Take a holistic approach**

A participatory practitioner recognizes the complexity of human interactions and the limitations of human designed linear process models. In participatory practice complexity is a reality not to be eliminated but to be understood, become comfortable with and incorporate into practice. Susan Griffin argues in *The Eros of Everyday Life* that in a larger sense all of our thought is metaphorical in that it is constructed out of the relationships we perceive and experience in the world (Griffin, 1995). Theologians, poets, ecologists and physicists all understand the essential relational nature of all things. Yet in the development process, we still desire to break things into small pieces to understand the whole (Keough, 1998).

## **10. Exercise an option for community**

In a traditional funder-consultant relationship, a funder has a goal to achieve and the consultant gets it done. In a participatory development practitioners often mediate between the funder and the community, advocating for the community. Underlying this perspective on the advocacy role is an understanding that institutions exist at the service of community. We do not live in NGOs; we do not live in universities. These are institutions created to improve and sustain the life of our communities. We have forgotten the order of things. How can we keep our attention fixed on the maintenance of our communities? How can we root our decisions in community? How can we



ensure that the institutions created for the advancement of our communities do not lose sight of their reason for being which is in a democratic society to serve community. Authors such as Daly and Cobb and Saul have delved into this dilemma in some detail (Daly and Cobb, 1989; Saul, 1992).

### **The Twelve Commandments for Participating the Communities in development:**

Whoever wants to get involve in participatory development should:

1. Demonstrate an awareness of their status as outsiders to the beneficiary community and the potential impact of their involvement.
2. Respect the community's indigenous contribution as manifested in their knowledge, skills and potential.
3. Become good facilitators and catalysts of development that assist and stimulate community based initiatives and challenge practices which hinders people releasing their own initiatives and realize their own ideals.
4. Promote co-decision-making in defining needs, goal setting, and formulating policies and plans in the implementation of these decisions. Selective participatory practices can be avoided when development workers seek out various sets of interest, rather than listening only to a few community leaders and prominent figures.
5. Communicate both program/project successes and failures – sometimes failures are more informative.
6. Believe in the spirit of 'Ubuntu' – a South African concept encompassing key values such as solidarity, conformity, compassion, respect, human dignity and collective unity.
7. Listen to community members, especially the more vulnerable, less vocal and marginalized groups.
8. Guard against the domination of some interest groups or a small un-representative leadership clique. This article pleads for a co-operative spirit and for a watch for oligarchic tendencies among community leadership.
9. Involve a cross-section of interest groups to collaborate as partners in jointly defining development needs and goals, and designing appropriate processes to reach these goals.
10. Acknowledge that process-related soft issues are as important as product-related hard issues. Any investment in shelter for the poor should involve an appropriate mix of technological

and social factors, where both hard-ware and software are developed together. In this regard many scholars recognize the importance of a multi-disciplinary approach to project planning and development. The inclusion of a social scientist and someone with the appropriate skills from within the community, to work together with planners, architects and engineers is very important. A multidisciplinary approach will only succeed if technical professionals recognize and include the contributions of their social scientist partners in the planning process.

11. Aim at releasing the energy within a community without exploiting or exhausting them.
12. Empower communities to share equitably in the fruits of development through active processes whereby beneficiaries influence the direction of development initiatives rather than merely receive a share of benefits in a passive manner.

**Source: (Botes and van Rensburg, 2000)**

Despite the benefits commandments above, it is important to recognize that when participation is handled poorly, the chances of achieving positive changes will be reduced. Success means ensuring that people: are involved right from the start in initiatives; have than just one or two token members on a group; have a real say in decisions; meet regularly and receive regular updates on progress; are supported in the process and not simply left with a series of inaccessible papers to read; are given the results [of the participation] – not simply being the subjects whose knowledge is taken; have a say in the meaning of the results and how these will be used (Butt & O'Neil, 2004, p18).

The conditions at which Participatory community economic development will fail, is of equal important to be dealt with like the commandments to conceptualize the enquiry. Lucius Botes and Dingie van Rensburg in their article titled, “community participation in development” discussed about the nine things that kills Participatory community economic development. And they are discussed in this review squeezed in the form that will fit for this study as follows:

## **The Nine plagues of Participatory community economic development**

### **1. The paternalistic role of development professionals**

Paternalism of development professionals creates a dangerous power dynamic in which foreign “experts” claim entitlement to the final say during project design and implementation. They monopolize decision-making, manipulate the needs of the community to match their

preconceived notions of the community's deficiencies, and trivialize community members' perspectives (Midgley, 1986).

## **2. The inhibiting and prescriptive role of the state**

Botes and van Rensburg assert that, for the state, community participation programs are often more about ~~maintaining~~ existing power relations in society and ensuring the silence of the poor," as well as ~~legitimizing~~ the political system ... as a form of social control." Participatory programs *should* work to improve the well-being of the destitute and produce alternative, more democratic, more empowering decision-making models (Botes and van Rensburg, 2000 p. 45).

## **3. The over-reporting of development successes**

This plague is pretty easy to fix, yet is committed often. Those involved in development prefer to accentuate their successes while glazing over their faults. This is for the simple reason that success is rewarded, whereas failure, however potentially informative, is not. Such a frame of mind is injurious in that it undermines valuable information that could be used to improve an intervention's efforts in the future (Botes and van Rensburg, 2000 p. 45 & Dudley, 1993).

## **4. Selective participation**

Selective participation occurs when ~~the~~ most visible and vocal, wealthier, more articulated and educated groups ... are allowed to be partners in development without serious and ongoing attempts to identify less obvious partners." [Or] it is the Exclusion of more marginalized members of the community. ~~One~~ of the worst manifestations of selective participation occurs when the development agency buys the goodwill and support of key interest groups in the community, which is also referred to as community-renting.<sup>4</sup> This is often the result where community involvement exercises are susceptible to manipulation and misappropriation ... Since participation for the developer is largely a matter of convenience, the objective is to find a partner in order to allow the project to continue and the screening of the representativeness of the partner is, at most, secondary (Botes and van Rensburg, 2000 p. 46.)"

## **5. Hard-issue bias**

The hard-issue bias favors tangible deliverables, which are more conducive to objective evaluation, to the less visible, more abstract achievements of community development programs. In many development projects the so-called hard issues (technological, financial, physical, and

material) are perceived as being more important for the successful implementation of these projects than the ‘soft’ issues (such as community involvement, decision-making procedures, the establishment of efficient social compacts, organizational development capacity building and empowerment) (Botes and van Rensburg, 2000, pp. 46-47).

Botes and van Rensburg suggest that this could be a result of the assumption that social and cultural features (the so-called ‘soft’ issues) are ephemeral, intangible and unnecessary time-consuming in comparison to the more easily managed ‘hard’ issues.” This assumption inevitably results in a technical bias, which neglects the fact that inappropriate social processes can destroy the most noble development endeavor (Botes and van Rensburg, 2000, pp. 46-47).

## **6. Conflicting interest groups within end-beneficiary communities**

Much like the plague of selective participation, this plague concerns the conflict that can arise between disparate interest groups when development projects introduce scarce resources and rare opportunities for growth and change. Dissonance amongst community constituents, competition, and lack of shared vision causes difficulties in the identification of project goals and objectives.

The stratified and heterogeneous nature of communities is a thorny obstacle to promoting participatory development. In heterogeneous communities people are often less likely to participate due to divisions of language, tenure, income, gender, age or politics, than in less diverse communities (Asthana, 1994 pp.57-58).

## **7. Gate-keeping by local elites**

If a local leader or group leadership authority in a particular community interposes itself between the development agency and the project beneficiaries to maintain power, the outside organization may have difficulty ensuring that the best interests of the community members are being pursued (Unite for Sight, 2013). There is always the danger that decision-making at community-level may fall into the hands of a small and self-perpetuating clique, which may act in its own interests with disregard for the wider community (Botes and van Rensburg, 2000, p. 49).” And in developing countries, the peculiar dynamics of informal settlements often lend themselves to an autocratic style of leadership based on patronage, which reinforces the prevailing inequality of the existing social structure ... In this way, and in spite of their sometimes useful role as mediators for the

urban poor, they limit the direct and active participation of low-income people in general. This behavior by more dominant groups has often deprived the weaker and more vulnerable social segments of participation in community affairs. This may also lead to self-centeredness and selfish development decisions (Botes and van Rensburg, 2000, p. 49).”

## **8. Excessive pressures for immediate results: the accentuation of product at the expense of process**

As Botes and van Rensburg acknowledge, “there is always a tension between the imperatives of delivery (product) and community participation (process), between the cost of time and the value of debate and agreement.” This overwhelming pressure for immediate outcomes hampers emphasis on institution-building and pushes poverty reduction programs into the realm of welfare and relief. Such an exigent stress on rapid results sometimes goads developers to finish the projects quickly at the expense of forgoing community involvement (Botes and van Rensburg, 2000, p. 50).

“For many, participatory development is too time-consuming and not cost-effective, because participation in practice is always a slow and uncertain process and is likely to involve more paper work and soul searching ... [But] although true participation involves greater costs for the identification, design, and planning phases, it may actually be saving more time and money during the implementation and evaluation phases, because it ensure that people take ownership of a project (Botes and van Rensburg, 2000, pp. 50-51).”

Botes and van Rensburg point out, though, that “hasty technocrats” are not the only ones who are impatient. Potential beneficiaries, too, want speedy, tangible delivery. The authors suggest that both need to realize, however, that “product without process runs the risk of doing something communities do not want or need, or cannot sustain (Botes and van Rensburg, 2000, p. 51).”

## **9. The lack of public interest in becoming involved**

This plague has two dimensions. Sometimes, community members do not want to become involved simply because the project does not interest them. This could suggest an underlying deficiency in project design—developers may be introducing a service not needed or wanted by the community. Other times, community members, disillusioned by failed expectations in past projects, may have little faith in the promises of agencies (Botes and van Rensburg, 2000).

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY AND METHOD**

This part describes the research design strategy, data analysis method, sources of data, the design of the survey instruments, the sampling method used in the field work and the process of data analysis.

#### **3.1. Research Design strategy**

The study employed descriptive research design strategy. *Descriptive research* includes surveys and fact-finding enquiries of different kinds. The major purpose of descriptive research is description of the state of affairs as it exists at present (Kothari, 2004). [...] as the main characteristic of this method is that the researcher has no control over the variables, the researcher reported the way the communities are participating in PLED work, what are the activities undertaken by them, and how the directive looks like based on the theoretical grounds of community participation. In addition, mixed approach is used. (Both qualitative and quantitative approaches are employed in equal proportion).

#### **3.2. Data type and sources**

Primary and secondary data are used for the study. Primary data obtained directly from the stakeholders and secondary sources as an additional Meta data to support the information obtained from the primary sources.

##### **3.2.1. Primary Data Sources**

In case we do research of the descriptive type and perform surveys, whether sample surveys or census surveys, then we can obtain primary data either through observation or through direct communication with respondents in one form or another or through personal interviews (Kothari, 2004). Taking this in to consideration, the researcher collected primary data by making direct contacts with the respondents and observing all the activities being and is done.

The primary data is obtained from questionnaires, face to face interviews, and from participatory observation in the developmental activities undergone by the community in the sub-city and focus group discussions with a group of individuals representing the ordinary community, the local government, and members of different committees. The observation also included transact walks across the locality and list down the outcomes of community participation; in essence, the local development indicators that are installed by community participation such as schools, access roads, health posts, toilets, waste management facilities, etc.

### 3.2.1.1. Questionnaires

The researcher opts to use questionnaire as one important tool to collect the necessary data from the local communities. Questionnaires are distributed to the members of the community. The questionnaire designed by the researcher contains both closed and open ended questions based on the nature of information the question is bringing about. Questionnaire prepared for the members of the woreda community and has six parts. Important details regarding participation, relationship between the sub-city administration and the community, the work activity of different committees including their appointment process, the development activities undertaken, distributive justice, sustainability and the attitude of the community is obtained using questionnaire.

### 3.2.1.2. Interviews

The researcher believes that the information obtained by the questionnaires is not enough to finalize the study, as it is necessary to have a face to face contact with important people to take more information that may not be obtained otherwise. As Wilkinson & Bhandarkar, 1992 stated interview techniques of data collection is one of the verbal methods of data collection like the questionnaire with the only difference that, interview had involved oral verbal stimuli and oral verbal response while questionnaire involves written verbal stimuli and written verbal response. Personal feelings and information that are important for the study but over passed in preparation of questionnaire are entertained here.

Because of the nature of the study the researcher opted to use both structured and unstructured interviews. Interview is conducted with 18 individuals. The following table (table 3.1) summarized the key informants from different place.

**Table: 3.1. The list of key informants**

<b>Key informant</b>	<b>No</b>	<b>Description</b>	<b>Remark</b>
<b>The woreda development main committee</b>	<b>3</b>	<b>1 representative from each woreda</b>	<b>✓</b>
<b>The Qetena development main committee</b>	<b>9</b>	<b>1 representative from each Qetena</b>	<b>✓</b>
<b>The woreda construction and housing development office head</b>	<b>3</b>	<b>1 person from each woreda</b>	<b>✓</b>
<b>The sub-city construction and housing development office head</b>	<b>1</b>	<b>The head of the office</b>	<b>✓</b>
<b>Community participation officer in the sub-city</b>	<b>2</b>	<b>2 representative from the officers</b>	<b>✓</b>

The use of the two methods have an advantage by simultaneously making the interviewee free to respond whatever he/she like and guiding him/her towards the point the researcher went to deal with. The interview involves the use of a set of pre-determined questions and appropriate techniques of recording and hence the researcher took a note during an interview for both the structured and unstructured interviews. Respondents, either the government officials, the members of different committees or the ordinary local community, if addressed by questionnaires, are excluded from being considered in interview.

To this end two interviews are prepared, one for the government officials in the sub-city (Participatory community economic development coordinators), and other for different committee members.

Both interviews are organized in four parts.

### **3.2.1.3. Observation**

As Wilkinson & Bhandarkar, (1992) stated, many types of data sought by the social scientists can be obtained through direct observation. Hence observing the activities undertaken and the way they are being done by the participatory development workers found to be important and the researcher employed observation as an instrument for data collection.

Therefore, for this study the researcher used participatory type of observation in order to take part in the local participatory economic development activities in the local community. So that, the researcher gained advantages to record behavior as it occurs, to gather information from subjects who are not capable of giving verbal reports of their behavior or feelings [for different reasons], to obtain information simply from those who are reluctant to give their idea/feeling because of political or other reasons. Information regarding what the participatory development looks like and the modalities, the community's attitude towards the PLED works, the relation between the government officials, committees and the local community are obtained from.

### **3.2.1.4. Focus Group Discussion (FGD)**

This study also employed focus group discussion type of instrument for primary data collection to support information obtained from other sources of primary data. One FGD is conducted in each wordas and a total of three FGDs are conducted. The researcher took part in all FGDs as a facilitator and guider of the discussion by pre-pointing the issues to be raised in. The reason for



using FGD is that conflicting ideas obtained from interview, questionnaire and observation by the researcher while conducting the participatory observation will get reasons or the researcher will get the actual gap and the discrepancies.

As Tayie (2005) pointed out, in conducting the FGD a minimum of 6 and a maximum of 12 individuals are involved in one FGD. The researcher did the FGD with the number of individuals within the interval. And the researcher played an active role in raising issues for discussion, interrupting ideas that are not the domain of the discussion, raising critical questions that can fill the data gap and recording all the ideas raised by the participants including the points in which the participants reached in common consensus and disagreed on by counting the voices of the participants regarding the idea under conflict.

The people included in the FGD are selected from the ordinary member of the community, who are active participant in the PLCEDW, government officials responsible on the area, community participation officers and members of different committees at different levels.

**Table: 3.2. The participants in FGD**

<b>Participants</b>	<b>No of participants in each woreda</b>			
	<b>W – 8</b>	<b>W – 9</b>	<b>W – 10</b>	<b>Remark</b>
Woreda development main committee	1	1	1	
Qetena development committee	1	1	1	
The block and mender development committee	2	2	2	
Active Participants from the community	5	4	4	
Woreda Community participation officers	1	1	1	
<b>Total</b>	<b>10</b>	<b>9</b>	<b>9</b>	

### **3.2.2. Secondary Data Sources**

Secondary data means data that are already available i.e., they refer to the data which have already been collected and analyzed by someone else (Kothari, 2004). Or [...] secondary data is data collected by someone else and the researcher need only to extract the required information (Renjit, 1996). Keeping this in mind, The researcher in this study used secondary sources of data which includes facts which are previously discovered by other investigator, reports (monthly, half year, annual) of the sub-city sent for the city administration, magazines, pamphlets and other related documents kept by the sub-city under study to get the necessary information which enable to finalize the study.

### 3.3. Sampling Method

Cluster and simple random sampling methods are used together.

#### 3.3.1. Sample Size Determination

In Lideta Sub-city the total number of households is **46,813**. There are 10 Woredas and the researcher investigated three consecutive Woredas in the sub-city i.e. Woreda - 8, Woreda-9 and Woreda- 10. The total number of households in each woreda is obtained from the woreda administrative office. The following table presents all the households in each woredas.

*Table: 3.3. Total households in the three woredas;*

No	Woredas	Number of households		Remark
<b>1.</b>	<b>Woreda – 8</b>	Kebeles	Total house holds	Remark
		Kebele 50	102	Condominiums
			100	Military Compound
			819	Kebele & private
		Kebele 51	520	Kebele & private
		Kebele 39	18	Condominiums
		Kebele 49	10	Private
	14	Condominiums		
		5	Private	
<b>Sub Total</b>		<b>1588</b>		
<b>2.</b>	<b>Woreda – 9</b>	Kebele 52	352	Kebele & private
		Kebele 47	790	Kebele & private
		Kebele 53	-	Government condos under construction
		Kebele 51	-	
		<b>Sub Total</b>		<b>1142</b>
<b>3.</b>	<b>Woreda – 10</b>	Kebele 04	970	Kebele & private
		Kebele 06	867	Kebele & private
			697	Kebele & private
		Kebele 07	52	Condominiums
		<b>Sub Total</b>		<b>2586</b>
<b>Total Number of Households in the three woredas</b>			<b>5316</b>	

*Source woreda 8, 9 &10 administration office, record department:*

To determine the appropriate sample size for the study the researcher dealt with three possible options which can provide different sample sizes. The basis for determining the sample size in each option is the level of precision or sampling error, the confidence level and the degree of variability in the attributes being measured. Since the population is large the following simplified formula is applied:

$$n = \frac{N}{1+N(e)^2}$$

Where: N = Population Size  
n = Sample Size  
e = Precision (Sampling Error)

### Option – 1

In this scenario the researcher assumed the confidence level, the degree of variability and the sampling error as follows:

**Confidence Level = 95%**

**Degree of Variability = 50% (Maximum Variability)**

**Sampling Error = ± 5%**

**Total Population = 5316**

The sample size is computed as follows:

$$n = \frac{N}{1+N(e)^2}$$

$$n = \frac{5316}{1+5316(0.05)^2}$$

$$\rightarrow n = \underline{\underline{372.00}}$$

### Option – 2

In this scenario the researcher assumed the confidence level, the degree of variability and the sampling error as follows:

**Confidence Level = 95%**

**Degree of Variability = 50% (Maximum Variability)**

**Sampling Error = ± 7%**

**Total Population = 5316**

The sample size is computed as follows:

$$n = \frac{N}{1+N(e)^2}$$

$$n = \frac{5316}{1+5316(0.07)^2}$$

$$\rightarrow n = \underline{\underline{196.52 \approx 197}}$$

### **Option – 3**

In this scenario the researcher assumed the confidence level, the degree of variability and the sampling error as follows:

**Confidence Level = 95%**

**Degree of Variability = 50% (Maximum Variability)**

**Sampling Error =  $\pm 10\%$**

**Total Population = 5316**

The sample size is computed as follows:

$$n = \frac{N}{1+N(e)^2}$$

$$n = \frac{5316}{1+5316(0.10)^2}$$

$$\rightarrow n = \underline{\underline{98.15 \approx 99}}$$

In evaluating the sample sizes in the three options, the researcher taken in to account that that the study employed multiple sources of data like Interview, FGD, observation and Secondary sources of data with the questionnaire method. In addition, time and cost constraints are also considered.

**In Option – 3**, the sample size is computed as **99** by taking a sampling error of  **$\pm 10\%$**  which is very small to be taken as a representative for the size of the population.

**In Option – 2**, the sample size is calculated as **197**, which is more than the third option because of the decrease in sampling error from  **$\pm 10\%$**  to  **$\pm 7\%$** . But this amount is also small to be considered as a representative sample. Therefore searching for an appropriate sample size is necessary.

**In Option – 1**, the sample size is calculated as **372** which is the better option among the analyzed scenarios. In this option the sampling error is decreased from  $\pm 7\%$  to  $\pm 5\%$  so as to get the largest sample than the previous two options. Hence the researcher utilized this option.

And the sample size is calculated to be **372** households.

Since questionnaire is not the only and the dominant method of data collection in the study, considering this sample size could not have any negative impact on the credibility of evidences and the total quality of the paper.

Therefore the sample size for the study is **372** households.

## **3.4. Method of Data Analysis**

### **3.4.1. Primary Data Analysis**

As discussed in the methodology part, the primary data is collected using questionnaire, interview, focus group discussion (FGD) and participatory observation. In addition Information obtained from each tools is analyzed separately and conglomerated together carefully.

#### **3.4.1.1. Quantitative Data Analysis**

The quantitative data obtained from both primary and secondary sources is analyzed together. Percentages and other simple statistical methods are applied to analyze quantitative data.

#### **3.4.1.2. Qualitative Data Analysis**

Qualitative data for the study is obtained from both primary (questionnaire, interview, focus group discussion, participatory observation) and secondary sources (documents, different reports, rules and regulations, working manuals) dealt with in a careful way to orchestrate all information from different directions. Qualitative data includes the attitude of the community, the modalities of participatory development work, the relationship between the government officials and different committees and the community.

Generally all the information obtained from all methods of primary data collection are combined together carefully to make sense of all data from different sources together as each method of data collection has its own advantage and disadvantage. The data obtained from questionnaire, interview, FGD or participatory observation lonely is not enough to construct reasonable finding.

In order to make the data from this process meaningful, qualitative data matrix will be used for data summary and analysis of findings from different categories of respondents.

### **3.4.2. Secondary Data Analysis**

All data collected from secondary sources like reports, documents, working manuals, directives etc. are scrutinized in a way that can help the researcher achieve the above stated objectives by considering the information from printed documents and reports as an integral part of the whole data to finalize the study. Data obtained from secondary sources are meaningless without being with the data obtained from primary sources and vice versa. Hence both the primary and the secondary data are analyzed together to extract synergistic effect out of it. In general meta-analysis is conducted on secondary information so as to triangulate primary data results.

## **CHAPTER FOUR**

### **4. DATA PRESENTATION AND ANALYSIS**

#### **Introduction**

This chapter presents data results and analysis. Data obtained from the field is utilized depending on their relevance to the research questions. The techniques and tools of data presentation, description and analysis were decided based on the characteristics of the data set. Thus the chapter contains six parts. The first part is about the description of the study areas. It describes the characteristics of the data sets, the source of their economy, the demographic structure, educational background and other information. The second part presents data results on the institutionalization of community participation and the directives used to institutionalize the participation of various stakeholders. The third part presents data results about the participation of the communities in the development of their locality. The fourth part presents about the members of different committees and their work activities. The fifth part presents the relationship of the government with the community and the Participatory Community Economic Development Workers (PLCEDWs). The last part presents about the developmental activities undertaken by the PLCEDWs, the sustainability of the outcome of this undertaking and the local communities' attitude towards the developmental activities undertaken by the PLCEDWs in their locality.

#### **4.1. Background of the Study area, Community and the Respondents**

##### **4.1.1. Description of the study areas**

Addis Ababa city is divided into 10 sub-cities, among which "Lideta sub-city" is the one with population of **201,713** (**96, 272** male and **105, 441** female). Lideta sub city is divided into ten Woredas. All the communities in this sub-city are urban dwellers (ECSA, 2007). Out of the population, **197,437** people live in Conventional and **4,276** people live in unconventional houses. According to the data obtained from each woredas administrations, the total population (households) in the three woredas (woredas 8, 9 and 10) is **5316**. In woreda 08, there are four kebeles: namely 50, 51, 39 & 49. In kebele 50 there are about **1021** households among which **102** household's live in condominiums; **100** household's live in military compounds and the remaining **819** household's live in Kebele and private houses. In kebele 51 there are **520** households that live in kebele and private homes. In kebele 39 there are 28 households living in

condominiums and private homes. And in kebele 49, there are about 19 households living in condominiums and private homes (see table: 4.1. below).

*Table: 4.1. Residential type and population size of selected woredas.*

No	Woredas		Number of households, residence and percentage							
1.	Woreda - 8	%	Kebeles	No of house holds	Total house holds					
					Residence	Number	%	Total %		
		29.87	Kebele 50	1021	Condominiums	102	6.42	64.29		
					Military Compound	100	6.3			
					Kebele & private	819	51.57			
			Kebele 51	520	Kebele & private	520	32.75	32.75		
			Kebele 39	28	Condominiums	18	1.13	1.76		
					Private	10	0.63			
		Kebele 49	19	Condominiums	14	0.88	1.19			
				Private	5	0.31				
Sub Total			1588	Total	1588	29.87	100%			
No	Woredas		Number of households, residence and percentage							
1.	Woreda - 9	%	Kebeles	No of house holds	Total households					
					Residence	Number	%	Total %		
		21.48	Kebele 47	790	Kebele & private			69.18		
					Government condos				-	
			Kebele 52	352	Kebele & private			30.82		
			Kebele 53	-	Under construction			-		
		Sub Total			1142		1142	21.48	100%	
		No	Woredas		Number of households, residence and percentage					
		1.	Woreda - 10	%	Kebeles	No of house holds	Total house holds			
					Residence	Number	%	Total %		
48.65	Kebele 04			970	Kebele & private	970	37.51	37.51		
					Kebele & private	867	33.53		33.53	
	Kebele 07			697	Kebele & private	697	26.95	28.96		
					Condominiums	52	2.01			
Sub Total				2586	Total	1588	100	100%		

Source: Field work, February 2014



In woreda 09, there are four kebeles. They are kebele 47, kebele 51, kebele 52 & kebele 53. In kebele 47, there are 790 households living in private and kebele homes. In kebele 52, there are 352 households living in private and kebele homes. Kebele 51 is currently under reconstruction and there are no households living in the area. And in kebele 53 there are government condos which are given for the government officials while they are under a position entitled for and in any case related with change, leave, demotion from a position, the government officials may leave their residence in short time. Because of this residents in the government condos are not included in the permanent record of residents in the woreda administration.

In woreda 10, there are three kebeles. They are kebele 04, kebele 06 and kebele 07. In kebele 04, there are 970 households living in private and kebele homes. In kebele 06, there are 867 households living in kebele and private homes and in kebele 07, 697 households live in private and kebele homes and 52 households live in condominium homes.

The data summary in Table 4.1 above reveals that the highest number of households is found in woreda 10, which is 48.65% of the total population, and woreda 8 contains the second largest number of households which is 29.87% of the total population and woreda 9 have the least number of households which is about 28.96% of the total population.

#### **4.1.2. Characteristics of the Respondents**

Table 4.2 shows the general characteristics of the respondents. Among the respondents 59.89% are males and the remaining 40.11% are females. Their age composition is that, the highest number of the respondents is 36 and above years old which comprises 74.53% of the total respondents. And the remaining 25.47% of the respondents are between 25 – 35 years of age. Regarding the education level of the respondents 22.49% are below grade 8 and 49.32% are between grade 8 and 12. 20.6% of the respondents are 10/12+1/2/3 and diploma holders. The remaining 7.59% of the respondents hold education level of First Degree and above. Regarding the job condition, the majority of the respondents (55.28%) are private workers (Private workers in this context includes employees in private organizations, and entrepreneurs and others who generates income by themselves) and 29.81% are government employees (including the police and defense forces) while the remaining 14.91% are job seekers. Here the percentage of job seekers is very large. According to the data obtained, the LEDWs are creating a temporary employment opportunity but according to Key informants and the secondary data, since now

there is no any micro, small, medium or large industries created as a result of the PLEDWs which could be creating permanent job opportunity. Beside this, except some of the work activities the LEDW is done in voluntary involvement of the community without regular pay. Regarding the income level, among the employed residents (private and government) 17.52% of the respondents have a monthly income of less than 1000 birr; 40.44 % of the respondent's income level is between 1001 – 2500 birr. 23.89% of the respondents have income level 2500 – 4000 birr and the remaining 18.15% of the respondents have income level greater than 4000 birr. Table 4.2 shows all the characteristics of the respondents and for more clarification the age, sex, educational level, job condition and income level of the respondents is represented in the Table 4.2 below.

**Table: 4.2. General characteristics of the respondents**

<b>No</b>	<b>Description</b>		<b>No of respondents</b>	<b>%</b>
<b>1.</b>	<b>Sex</b>	<b>Male</b>	<b>221</b>	<b>59.89</b>
		<b>Female</b>	<b>148</b>	<b>40.11</b>
<b>2.</b>	<b>Age</b>	<b>Bellow 25</b>	<b>11</b>	<b>2.98</b>
		<b>26 – 35</b>	<b>83</b>	<b>22.49</b>
		<b>36 – 45</b>	<b>156</b>	<b>42.28</b>
		<b>More than 46</b>	<b>119</b>	<b>32.25</b>
<b>3.</b>	<b>Educational qualification</b>	<b>Bellow grade 8</b>	<b>83</b>	<b>22.49</b>
		<b>8 – 12 grade</b>	<b>182</b>	<b>49.32</b>
		<b>10/12 + 1/2/3</b>	<b>37</b>	<b>10.03</b>
		<b>Diploma</b>	<b>39</b>	<b>10.57</b>
		<b>Degree</b>	<b>21</b>	<b>5.69</b>
	<b>Masters &amp; above</b>	<b>7</b>	<b>1.90</b>	
<b>4.</b>	<b>Job condition</b>	<b>Gov't employee</b>	<b>110</b>	<b>29.81</b>
		<b>Private workers</b>	<b>204</b>	<b>55.28</b>
		<b>Job seekers</b>	<b>55</b>	<b>14.91</b>
<b>5.</b>	<b>Income level per month</b>	<b>Below 500 birr</b>	<b>33</b>	<b>10.51</b>
		<b>500 – 1000 birr</b>	<b>22</b>	<b>7.01</b>
		<b>1001 – 1500 birr</b>	<b>31</b>	<b>9.87</b>
		<b>1501 – 2500 birr</b>	<b>96</b>	<b>30.57</b>
		<b>2500 – 4000 birr</b>	<b>75</b>	<b>23.89</b>
		<b>4001 – 6000 birr</b>	<b>25</b>	<b>7.96</b>
		<b>Above 6000 birr</b>	<b>32</b>	<b>10.19</b>

Source: Field work, February 2014.

#### **4.1.3. Questionnaire Distribution and Response Rate**

Survey questionnaire was planned to administer for 372 respondents. An additional 28 questionnaire was added to minimize the shrinkage of the collected responses in case of defect and uncollected questionnaires. As a result, the survey questionnaire was distributed to 400

respondents selected randomly in proportion to the population size in each woreda. In the three woredas selected 400 questionnaires are distributed. **119 (29.87%)** is distributed to heads of household in woreda-8, **86 (21.48%)** in woreda-9, and **195 (48.65%)** in woreda-10. From the questionnaire distributed in each of the woredas, **113 (28.25%)**, **79 (19.75%)** and **184 (45.25%)** in woredas 8, 9 and 10 respectively have returned. Among the collected questionnaires, 14 have defectives. The net questionnaires completely filled and collected are **369 (92.25%)**.

Table 4.3 bellow summarizes the total amount of the questionnaire distributed in each woreda and collected and the total response rate.

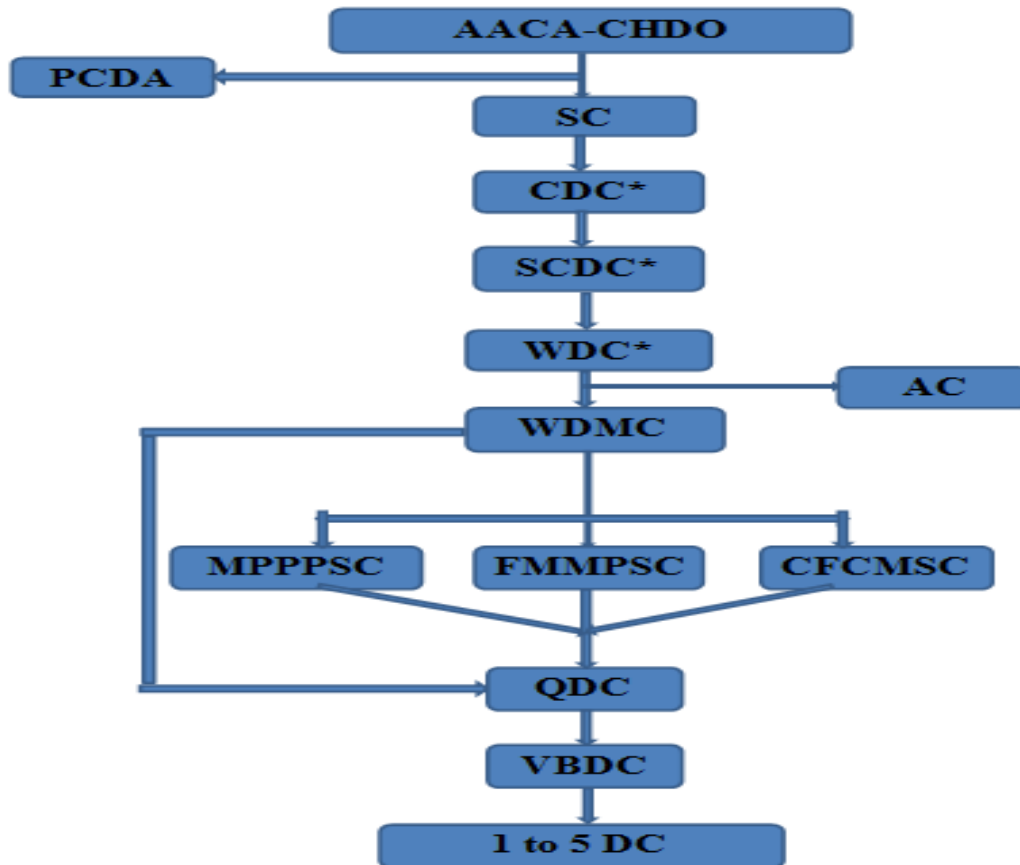
**Table: 4.3. Questionnaires distributed, collected and the response rate**

Total questionnaires distributed	Stratification based on woreda and kebele & number of questionnaires distributed & collected in each woredas and kebeles											
	No	Woredas	Kebeles	No distr.	Tot. No	%	Woredas	Collected	%	Defect.	reason	Total net collected
400	Woreda - 8	Kebele - 50	77	119	29.87	Woreda - 8	113	28.25	-	-	113 (28.25%)	
		Kebele - 51	39									
		Kebele - 39	2									
		Kebele - 49	1									
	Woreda - 9	Kebele - 47	59	86	21.48	Woreda - 9	79	19.75	4	Completion error	75 (18.75%)	
		Kebele - 51	-									
		Kebele - 52	27									
		Kebele - 53	-									
	Woreda - 10	Kebele - 04	76	195	48.65	Woreda - 10	184	46	3	Completion error	181 (45.25%)	
		Kebele - 06	66									
		Kebele - 07	55									
	<b>Total questionnaires distributed</b>				400	400	100	<b>Total</b>	<b>376</b>	<b>94%</b>	7	<b>369</b> <b>92.25%</b>

Source: Field work, February 20

## 4.2. Structure and process of PLCEDW

Figure: 4.1. Organizational structure of PLCEDW in Addis Ababa city administration



Source: Document analysis

Figure 4.1 shows the organizational structure of the different committees and officials for facilitating the PLCEDWs. The structure is designed by the author based on the position, duties and responsibilities of each committees depicted in the directive (ህልተባማስአኦ). The hierarchical structure in Figure 4.1 shows that, the owners of the PLCEDWs are the Addis Ababa City Administration Construction and Housing Development Office (AACA-CHDO) and the Participatory Community Development Agency (PCDA). Under these two offices there are different committees composed of different personnel (see topic 4.4). Under the AACA-CHDO there is a steering committee organized in city level. And under the city steering committee there are sub city steering committees and woreda steering committees. In addition to this there are also city, sub-city and woreda development councils (CDC\*) under the direct supervision of AACA-CHDO. Under the city, sub-city and woreda development councils there are development

main committees (DMCs). And under the DMCs there are development committees (DC) up to qetena and village & block level.

As per the data obtained from the key informants, among the councils and the committees the sub-city and woreda development committees are the only functional ones. Especially the woreda development committees shoulder all the duties of the committees' superior to it.

Besides the committees organize to coordinate the PLCEDW in city, sub-city and woreda level are too huge in number. As it can be observed in Figure 4.1 the organization structure of the PLCEDW is very complex and tall with narrower span of control. This complex nature of the organizational structure of the PLCEDW coordinators is unnecessary which will confuse the community. In addition, the committees at the higher echelon of the structure are not active and they are there as a symbol and most of the development activities are coordinated by the development committees the sub-city and below. The existence of the city steering committee is not adding a value in the coordination of PLCEDWs. The steering committees at the city and sub-city level must be reshuffled so as to include personnel who are not overburdened in other government responsibilities. The organizational structure needs to be simplified and easy for the local community to adapt with.

In addition a directive is prepared in 2011 GC to guide the overall movement of the PLCEDW in Addis Ababa city. The directive has a detail about the participation of the community in their locality and the committees and their roles and responsibilities. The whole PLEDW is guided by this directive. The directive according to the respondents from the community is not clearly known by the local communities. Table 4.13 summarizes the total responses of the respondents for the question –did you know that there is a directive to coordinate the PLCEDWs?

**Table: 4.4. Survey on the knowledge of the community about the directive**

<b>No</b>	<b>Description</b>	<b>No</b>	<b>%</b>
<b>1.</b>	<b>Yes</b>	<b>135</b>	<b>36.59</b>
<b>2.</b>	<b>No</b>	<b>234</b>	<b>63.41</b>
<b>Sum Total</b>		<b>369</b>	<b>100</b>

**Source: Field work, February 2014**

As can be seen in Table 4.13 highest percentage of the respondents (63.41%) has not the knowledge whether there is a directive to guide the PLCEDW in Addis Ababa city or not. On the

other hand the key informants said that, they have the knowledge about the directive. As per the data obtained from the key informants, the committees are given training by the city administration after selected as a committee member and they had prepared an awareness creation program on the directive for the community in their locality which they are from.

The other thing in this issue is about the enactment process of the directive. Neither the key informants from the committees and the government officials nor the respondents from the community know about the way the directive has passed through to become a legally enforcing institutional tool. And the entities participated in doing so are not clearly known by the community whom the directive is intended to rule over.

More over as Table 4.13 summarized, the communities are not aware of the directive. Therefore continuous broad awareness creation campaign is necessary to enable the community learn about the directive.

### 4.3. PLCEDW Coordination Committees

The PLCEDW is coordinated by different committees organized from the city level down to sub-cities, woredas, Qetas, menders and one to five development teams.

**Table: 4.5. Response on the knowledge of the community about the existence of different committees**

No	Description	No	%
1.	Yes	296	80.23
2.	No	73	19.78
<b>Sum Total</b>		<b>369</b>	<b>100</b>

Source: Field work, February 2014

The majority of the respondents have the knowledge about the existence of different committees in their woredas and sub-cities. As it can be seen in the table above 80% of the communities know about the existence of the committees. The higher level of the committees is organized with the higher government officials in federal sector organizations and authorities including higher officials from police and other organizations these higher committees are called “the city steering committee”.

Next to this a sub-city level steering committee is organized from officials in the city administration and representatives from different civic organizations, religions, NGOs etc. The immediate subordinate for the steering committee is the “development committee” organized in city, sub-city and woreda which is commonly named “The main development committee” and there is “development committee” reporting to the development main committee in sub-city and woreda level. Subordinate to these all, there are “sub-city development committees”, “woreda development committees”, “Qetena development committees”, “the block and mender development committees” and “the one to five development committees”. The one to five development committee representatives are selected among the members of the committee thereof. The woreda development committee members are elected by the direct participation of the community in the woreda in referendum. And the chairman, deputy chairman and the secretary of the development committees are selected among the development committees selected by the community in each woreda.

There are three development sub-committees which are directly reporting for the woreda development main committee. They are Mobilization and public participation planning sub-committee (MPPPS), Construction Follow up, Care and Maintenance Sub-Committee (CFCMSC) and Finance, Material Management and Procurement Sub-Committee (FMMPSC).

### 4.3.1. The appointment of the committees

Table 4.15 summarizes the response of the respondents on how the committees are appointed. All the percentage of the responses is not enough to incline to any one of the possible options. The committees are not handpicked by the city administration, not elected by city wide election or not elected by the sub-city community in direct participation but the selection process is clear for the respondents.

**Table: 4.6. Survey on the committee’s selection process (modus operandi)**

<b>No</b>	<b>Description</b>	<b>No</b>	<b>%</b>
<b>1.</b>	<b>Handpicked by the city administration</b>	<b>14</b>	<b>3.79</b>
<b>2.</b>	<b>By city wide election</b>	<b>9</b>	<b>2.44</b>
<b>3.</b>	<b>Elected by the sub-city community direct participation</b>	<b>54</b>	<b>14.63</b>
<b>4.</b>	<b>Not clearly known</b>	<b>27</b>	<b>1.36</b>
<b>Sum Total</b>		<b>107</b>	<b>7.32</b>

Source: field work, February 2014

The committees are selected by referendum in woreda level by the woreda community. According to the key informants from the committees, government officials and respondents from the community, committees are nominated by the woreda community and then among the nominees proposed by the each Qetena and mender communities, a referendum conducted among the woreda communities and given a direct vote for each members of the nominees and a nominee with higher vote is selected as a member of the committee. Once these committees are selected by the local community then the chairman, deputy chairman and the secretary is selected among the total committee members and the sub-city level committees are also selected among the committees in the same manner.

#### **4.4. Structure and Functions of different committees**

##### **4.4.1. The Steering Committee**

The steering committee is organized from institutions which are active and have a potential for community participation in development to coordinate, follow up and give support for community development activities. According to the directive, the steering committee contains 15 members. Three of them are the chairman, the deputy chairman and the secretary and the remaining 12 are members.

The steering committee has the following duties and responsibilities given by the directive:-

Prepare short and long term plans and manuals for implementation and follow up the execution of the plans; apportioning fairly the revenue gained other than the government budget as per the extent of the participation and development need of the Woreda and follow up their implementation; follows up and evaluate whether the member organizations are discharging their responsibilities and takes corrective action; listens for the reports of the member organizations; forward important ideas and collectively evaluate the works that the committee is undertaking; lists out the duties of the member institutions and organizations; and follows up, coordinate and support the sub cities and woredas to form detailed job duties which are related with the works of the steering committee. In addition the steering committee rules over the development council.

The members of the steering committee are higher officials of the government and executives of different organizations and city administration. The chairman and deputy chairman are the deputy mayor and the advisor of the mayor for community organization respectively. The



secretary is the head of the construction and housing development office. The other 12 members are the speaker of the city, the city administration manager, the mayor office and the head of the cabinet affairs, the city administrative office head, the community participation development agency head, the Addis Ababa police commission commissioner, the Addis Ababa sport commission commissioner, general manager of the mass medias, civil society representatives, the chief executives of the sub cities and the construction and housing development head of the sub city. Such type of committee which has same structure will be established in sub-city and woreda level. The construction and housing development office and its lower level structure will be the main secretariat of the work.

The involvement of the higher government officials in the steering committee is an advantage for the PLCEDWs to get top management emphasis. But as per the data on hand, the higher officials are completely out of involvement in the coordination of PLCEDWs. There has not been any regular contact of the steering committees. Hence the PLCEDW is lacking top management support.

#### **4.4.2. The Development Council**

Development council is organized at a city, sub-city and woreda level. It is composed of the representatives from the sub-city and persons elected by the people from the “Qetena” to the sub-city. It also includes religious organization’s representatives, civil society’s representatives, leaders of professionals associations and the steering committees for facilitating development. The development council is directed by the advisor of the mayor for community organization and the council is accountable to the steering committee. The development councils in city, sub-city, and woreda level have the same duties and responsibilities. The only difference is that one is subordinate to the other in level and their plan and duties and responsibilities are aligned with the development plan and duties and responsibilities in city level.

The organization of the development councils in city, sub-city and woreda level is an advantage to look after the PLCEDWs in a short distance. But the development council in the city level is not active like that of the development councils in sub-city and woreda levels.

### **4.4.3. The development committee**

The development committee also organized in city, sub-city and woreda level. There are the woreda development main committee and the woreda development section which are subordinate to the woreda development main committee.

### **4.4.4. The woreda development main committee**

The woreda development main committee composed of the urban dwellers, youths and women's forum, youth associations and other civil societies and members are selected in fair and democratic manner. The members of the Woreda development main committee are from the committees of the villages and "Kebeles". The main committee has 9 members; the chairman, the deputy chairman, secretary and accountants (finance officers) are elected among the 9 members.

As per the data obtained from the secondary source and interview conducted with the main development committee chairman, among the members 3 are from the urban dwellers forum, youth association and women's forum and the other 6 members are elected persons from the community. The woreda development main committee is accountable to the woreda council and the chief executive of the woreda. The woreda development main committee has the following duties and responsibilities:

Plan, organize, direct and coordinate developmental activities in each "Qetena"; organizes sections for facilitating development activities and directs them towards achieving the intended goal; presents the development achievements from village and "Qetena" development committee to woreda development council; mobilizes and coordinates the populace for developmental activities as per the plan designed; ensure the collection of financial and material contributions for development activities collected in proper way using legal receipts and administers the finance and other properties as per the finance regulations; gives necessary support for the NGOs and other organizations and investors to undertake development projects that they plan to do by their own initiative; presents periodic financial reports for the woreda development council and chief executive of the sub-city and the main development committee presents three month report for the woreda people.

The Woreda development main committee is the most active one among the committees and councils. The Lideta sub-city, Woreda-2 main development committee is undertaking

developmental activities like asphalt roads, Cobblestones, toilets, sideways, sport center and sewerage tubes etc.

#### **4.4.5. Woreda Sub-Committees**

Under the woreda development main committee there are three sub committees. The first one is the Mobilization and public participation planning sub-committee (MPPPSC) which is responsible for mobilizing the community towards local development; collecting and prioritizing the needs of the community; prepares the fiscal year's plan and submitted to the WDMC; updates the community about the developmental activities; follows up the implementation of the projects being undertaken, performs fund raising jobs; arranges discussion panels with the community preparing reports, pamphlets, brushers and uses other mechanism to disclose information about the developmental activities undertaken by the PLCEDWs for the community; and etc. The second is the finance, material management and procurement sub-committee (FMMPSC) which is responsible for collect and depose the fund obtained from different sources; performs the finance and material management works as per the policy of the government; prepares monthly report of all transactions undertaken in the month; and presents a plan for purchase of materials to the DC through the MPPPSC. The third one is the construction follow up, care and maintenance sub-committee (CFCMSC) which is responsible for follow up of all projects.

Below the woreda committees there are the qetena, block and mender and the 1 to 5 development committees which are responsible for mobilizing and coordinating the community at the grassroots level. As the face to face interview responses with different officials of the sub city, woreda and \_Qetena' development main committee revealed that, in the current trend community participation in the Lideta sub-city, these lower level committees are the most functional one like that of the woreda development main committee. This implies that the development activities in the sub-city are the result of joint effort of the lower and middle level committees. Had these lower committees been reluctant like the other higher committees, the development activities undertaken in the sub-city wouldn't be accomplished.

#### 4.5. Participation of the Community in LED

Participatory Local community economic development works are being undertaken in the study area started before 2011. Most of the respondents and key informants agreed that the PLCEDW is started five years ago. The response for the question about the existence of participatory community development (Institutionalized) in the respondent's locality is summarized in Table 4.7. More than 94% of the respondents have known the existence of PLCEDW and works done in their locality.

*Table: 4.7. Response about the existence of community participation in the study area*

No	Description	No	%
1.	Yes	348	94.31
2.	No	21	5.69
<b>Sum Total</b>		<b>369</b>	<b>100</b>

Source: Field work, February 2014.

Currently there is a participatory works undergoing in the study areas but the actual time of commencement is not clearly known because of serious problem of record keeping in the city administration; especially at sub-city, woreda and kebele levels. Key informants indicated that the PLCEDW has started five years ago but the respondents indicate that the time where the participatory local development works started on is not clearly known. Respondents were asked whether the PLCEDW is started 10, 5 or one year ago in interval. The summary of the responses are presented in Table 4.8 bellow.

*Table: 4.8. Response on "when the PLCEDW was started" in the study woredas*

No	Description	No	%
1.	Above 10 years	-	-
2.	5 - 9 years	53	14.36
3.	1 - 4 years	316	85.64
4.	Bellow 1 year	-	-
<b>Sum Total</b>		<b>369</b>	<b>100</b>

Source: field work, February 2014.

Despite the fact that there is no documented track record of the PLCEDW in the study woredas, most of the respondents (85.64%) said that, the PLCEDW has started four years before. But some of the respondents (14.36%) responded that the PLCEDW has started five to nine years ago. However the PLCEDW is officially launched in 2011 after the enactment of the directive.

But as discussed in the background part of the study, PLCEDW is not as such a new step which hadn't been existed before in the past regimes or in past history of the existing government. As can be inferred from the key informants and from the survey questionnaire responses, there were a community participatory development work before the enactment and enforcement of the directive. The kind of participation was unplanned and done in case of emergencies, without record of achievements and failures, without officially responsible leaders, with no legal framework and etc. but after the directive is put in effect the appearance of the PLEDW is changed to be planned, and coordinated by the official committees and have a record of achievements and failures.

Currently the communities are participating in the PLCEDW in their locality by contributing money and other materials. The PLCEDW that the communities are being involved in are access road construction, drinking water pipe construction, health post construction, sports centers, housing for elders, kitchen construction and maintenance and security works among others (see table 4.9.). Key informants from the member of the committees and from the government officials revealed that the local communities are participated in the construction of the above listed facilities financially, in labor and expertise etc.

Table 4.9 summarizes the response of the respondents on the type of developmental activities that they are involved in. Some of the respondents are participated in more than one development undertakings. Their involvement is concentrated on contributing money for the planned development projects, giving labor service free of payment, and contribution in expertise.

As it can be seen in Table 4.9 some part of the community is participated more on one development undertaking and some others are participated on the other development undertaking thus the number of participants in each development undertaking is not the same while it is expected to be the same amount in all development undertakings. As per the data obtained from key informants this variety existed as a result of problem in involving all the communities equally in all development undertakings or problem of mobilization of the community to participate. The other problem is that communities that are participated in one development project were not maintained to remain active in other upcoming development undertakings. Hence the number of participants in each development activities at every time varies.

**Table: 4.9. Response on the participation of communities in development projects (financially) in the study woredas**

<b>No</b>	<b>Description</b>	<b>No</b>	<b>%</b>
<b>1.</b>	<b>Access road construction</b>	<b>311</b>	<b>84.28</b>
<b>2.</b>	<b>Drinking water construction</b>	<b>-</b>	
<b>3.</b>	<b>Health post construction</b>	<b>-</b>	
<b>4.</b>	<b>Sport centers</b>	<b>112</b>	<b>30.35</b>
<b>5.</b>	<b>Kitchen construction*</b>	<b>213</b>	<b>57.72</b>
<b>6.</b>	<b>Toilet Construction*</b>	<b>186</b>	<b>50.41</b>
<b>7.</b>	<b>Sewerage tube</b>	<b>231</b>	<b>62.60</b>
<b>8.</b>	<b>Greening environments</b>	<b>48</b>	<b>13.01</b>
<b>9.</b>	<b>Housing construction for elders</b>	<b>35</b>	<b>9.49</b>

\* → To be used by a group of households

Source: Field work, February 2014.

However the mere involvement in development by contributing money, labor and expertise is not the only criteria to insure that the communities are participating in their locality development in full capacity. The community must participate from the planning to implementation and evaluation of local economic development activities. Key informants showed that the local economic development activities are planned from the 1 to 5 development team up to the kebele development committees and goes through woreda development committees and pass to the sub-city and city development committees and councils and decided in sub-city or city level (see also the Directive (ሀልተባማስአአመ)). As per the information obtained from the focus group discussion and key informants, the development plan suggested by the local communities may or may not be included in the final development plan approved by the sub-city or city administration. The data obtained from survey shows that 72.09% of the respondents said that they haven't ever been participated in the planning of local economic development activities. Only 27.91% of the respondents assured that they have participated in LED planning (see table 4.10. above).

When we compare this percentage with the percentage of participation in development undertakings in table 4.9, there is a contradiction higher percentage of the community is participated in different development undertakings even though the amount is not equal and enough. Hence As observed in the development activities in each woreda and information from the key informants, it can be inferred that the communities are involved in development activities

exploitatively. Table 4.10 summarizes the response of the respondents on the question “whether they have ever been participated in development planning or not”

**Table: 4.10. Participation of the community in LED planning**

<b>No</b>	<b>Description</b>	<b>No</b>	<b>%</b>
<b>1.</b>	<b>Yes</b>	<b>103</b>	<b>27.91</b>
<b>2.</b>	<b>No</b>	<b>266</b>	<b>72.09</b>
<b>Sum Total</b>		<b>369</b>	<b>100</b>

**Source: Field work, February 2014.**

Hence according to the data on hand from survey, the communities are not taking part in the planning of the LED in their locality. To support this fact in a preponderance of evidences it is necessary to go through details of LED strategic planning processes. In the related literature review part it is discussed that, the World Bank has introduced a five step strategic planning of LED which is an integral part of the broader strategic planning process for a sub national region, city, town or rural area which are 1) organizing the effort including identification of the people, public institutions, businesses, community organizations and other groups with interests in the local economy; the interest of the community and the resources at hand. 2) Reviewing the LED Strategy; 3) Conducting the Local Economy Assessment 4) Developing the LED Strategy and 5) Implementing the LED Strategy (see pages 20 &21).

In this regard Table 4.11 bellow shows us that, small numbers of communities are involving different steps of LED strategic planning. This data result can be compared with the analysis in the above part about the problem of involvement of the community in planning local economic development and participation in some development undertakings and neglected in others. Like the selective participation in development undertakings, the communities are not fully and equally participating in local economic strategic planning.

Table 4.11 summarizes the respondents answer on the question “in which step of local economic strategic planning did the communities participated?” and the chance to select more than one option if any was given for the respondents.

**Table: 4.11. Participation of the local communities in LED strategic Planning**

<b>No</b>	<b>Description</b>	<b>No</b>	<b>%</b>
<b>1.</b>	<b>Need assessment</b>	<b>16</b>	<b>15.53</b>
<b>2.</b>	<b>Designing development strategy</b>	<b>26</b>	<b>25.24</b>
<b>3.</b>	<b>Determining the components in the plan</b>	<b>22</b>	<b>21.36</b>
<b>4.</b>	<b>Development evaluation</b>	<b>21</b>	<b>20.39</b>
<b>5.</b>	<b>Prioritization of plans</b>	<b>18</b>	<b>17.48</b>

**Source: Field work, February 2014.**

As can be seen from table 4.11, the local communities are not involved in all steps of the LED strategic planning in their locality. Only 8.6% of the respondents replied that they have participated in need assessment part of the LED strategic planning. 21.41% of the respondents are also participated in designing the development strategy directly or indirectly; 27.37% of the respondents participated in determining the components to be included in the plan; 23.04% of the respondents are participated in evaluation of the development activities after conducted regardless of their involvement in the rest of the planning process and 26.56% of the respondents have participated in prioritization of plans (Note: the No and % of the respondents under each single description is counted out of the total population i.e. out of 369 or 100%). The data here shows that the majority of the communities are out of the game in every stapes of LED planning.

Here it seems that there is a discrepancy in the information obtained from the key informants (members of the committees and the government officials responsible for PLCEDW) and the survey data obtained from the community at large. The key informants revealed that the community is involved in every steps of the LED planning process but on the contrary the majority of the respondents from the community said that they haven't ever been involved in LED strategic planning process. This discrepancy is created because of the gap created between the communities and the selected committee members. The committees and the government officials have a regular contact time but the government officials and the community as well as the committees and the communities didn't have a regular contact hour either clearly indicated in the directive or customarily practiced. In this regard the directive lacks definite regular contact time for the community and the committees and government officials to discuss about PLEDWs. Hence it indirectly affected the participation of the community in local community economic development works.



There is a gap between the committees and the communities as well as the government officials responsible for doing so. Neither the committees nor the concerned officials are working together with the communities and a small number of people in the locality are active participants in the LEDW in their locality while majority of the residents are not. as per the data on hand, the reason for lack of community participation in LEDW can be attributed to paternalistic role of professionals and officials; inhibiting and prescriptive role of the state; over-reporting of development success, selective participation; hard issue bias; miss representing the local community's development need; get keeping by local elites; excessive pressure for immediate results than long term goals, lack of public interest to be involved in PLEDW and so on.

Table 4.12 shows the respondents answer on the reason for lack of community participation in their locality. The respondent has had the chance to choose more than one option as a problem in the survey.

**Table: 4.12. Responses on the problems of community participation**

<b>No</b>	<b>Description</b>	<b>No</b>	<b>%</b>
<b>1.</b>	<b>Paternalistic role of professionals and officials</b>	<b>246</b>	<b>66.67</b>
<b>2.</b>	<b>Inhibiting and prescriptive role of the state</b>	<b>189</b>	<b>51.23</b>
<b>3.</b>	<b>Over- reporting of development successes</b>	<b>211</b>	<b>57.18</b>
<b>4.</b>	<b>Selective participation</b>	<b>197</b>	<b>53.39</b>
<b>5.</b>	<b>Hard issue bias</b>	<b>329</b>	<b>89.16</b>
<b>6.</b>	<b>Miss representing the local communities development need</b>	<b>99</b>	<b>26.83</b>
<b>7.</b>	<b>Gate keeping by local elites</b>	<b>47</b>	<b>12.74</b>
<b>8.</b>	<b>Excessive pressure for immediate results than long term goals</b>	<b>243</b>	<b>65.85</b>
<b>9.</b>	<b>Lack of public interest to be involved in PLEDW</b>	<b>303</b>	<b>82.11</b>

**Source: Field work, February 2014**

As Table 4.12 shows, the problems discussed in the literature part which are potential obstacles for improvement of community's involvement in development projects of their own are more visible in the study areas. The existence of such type of problems will trigger the problem of the communities to take part in the PLCEDW in their localities. Hence Lack of the involvement of the community in the LEDW of their locality has a negative impact on the overall performance of the LED activities and in shaping the community's attitudes positively towards it.

In addition to the above problems, literatures indicated that "Personal barriers" for example the sense of personal powerlessness; "Institutional and political barriers"; "Economic and cultural barriers" and "Technical barriers" such as the lack of accessible formats and technological

support for groups to enable service users to participate effectively are the major problems that hamper the communities participation in PLCEDW in their locality.

In this regard the information obtained from the key informants, the focus group discussion and observation indicated that, the communities did not have the initiative to go to the PLCEDW and involve in. this is mainly created by the attitude of the community against themselves that, they can't do anything more than the active individuals who are involved in the PLCEDW. This is a kind of personal barrier for the participation of the community in their locality economic development in the study area.

Institutional and political barriers are also observed in the study area. Small group of people who have formal or informal relation with the government officials and the coordination office are having an advantage over the other communities. The formal meetings are not conducted with free participation of the committees with free thinking and idea flow. The participants in the meetings don't want to have trouble with the coordinators in the sub-city or city administration. Hence this creates carelessness for the developmental activities undertaken in the locality and lack of participation.

Economic and cultural barriers also observed in the PLCEDWs in the study areas. Financial problem of the community to contribute for the development projects and the undeveloped culture of the community to participate in their locality economic development practices is another problem observed and elicited from the key informants.

Technical barriers are also observed in the study areas. There are no trained community participation professionals in sub-city or in woreda administration offices. Research and development works are not done to bring new ideas to the PLCEDW in the study areas. The PLCEDW also lacks technological support. The committees have no permanent office (place) to conduct the meetings. They are using the community policing posts as a meeting room.

The above described barriers are the core problems that are observed and elicited from the key informants. The barriers if not tackled early are the killers of community participation on the study areas. Beside this the absence of participation in local community economic development work has multiple disadvantages for the communities. The positive things that everyone is expected to obtain from participation in the PLCEDW will be lost if real participation is not

there. In this regard, the following piece of analysis clearly indicated the things that are lost by the absence of participation in PLCEDW.

Zadeh and Ahmad 2009, stated that, Participation is a good thing and important for many reasons and it has a benefits for the individuals of the community in creating awareness about the developmental activities being undertaken in their locality, creates confidence on the fairness of the developmental activities in their locality, help to obtain the opportunity to provide new ideas in the LED planning, improve effectiveness and efficiency in local economic development (see on pages 35 & 36).

**Table: 4.13. Response on the importance of participation in LED activities**

<b>No</b>	<b>Description</b>	<b>No</b>	<b>%</b>
<b>1.</b>	<b>Awareness of the problems and solutions of LED</b>	<b>24</b>	<b>6.50</b>
<b>2.</b>	<b>Confidence in the fairness of the LED activities</b>	<b>47</b>	<b>12.74</b>
<b>3.</b>	<b>To provide brand new ideas in development plans</b>	<b>91</b>	<b>24.66</b>
<b>4.</b>	<b>Effectiveness and efficiency in conducting LED</b>	<b>39</b>	<b>10.57</b>

**Source: Field work, February 2014.**

As you can see in Table 4.13 the respondents who have been participating in LEDWs believed that they gain an advantage of having awareness about and confidence on its fairness of the local economic development as well as having a golden opportunity to provide brand new ideas on the planning process of the LED activities. Among the respondents 6.7% of them responded that being participating in the LED activities in their locality enabled them to have awareness on the all developmental activities undertaken in their locality and 12.74% of the respondents replied that being involved in the PLED activities in their locality helped them to have confidence on the fairness of the activities undertaken. 24.66% of the respondents replied that they gained the opportunity to provide new ideas and suggestions in the PLED in their locality and 10.57% of the respondents are contributed for the efficiency and effectiveness of the PLED activities (Note: the No and % of the respondents under each single description is counted out of the total population i.e. out of 369 or 100%).

The analysis in this context is not only displaying the advantages of participating in PLED activities gained by such a small percentage of the community but to disclose such an advantage lost by the majority of the community.

As you can see in the table 4.13, the majority of the communities didn't obtain the advantages expected from participating in LED of their locality. 93% of the communities have no awareness regarding the LED activities their problems and possible solutions; 87% have no confidence on the fairness of the developmental activities undertaken in their locality; 75.34% of the respondents lost the opportunity to provide new ideas in the planning process of the LEDW and 89.43% of the respondents replied that because of not participating in the LED of their locality they are unable to contribute their part in the effectiveness and efficiency of the developmental activities of their locality.

Generally a hand full of active communities are participating in the PLCEDW and the majority of the community are not active participants hence they are not enjoying their chance to be the part of the PLCEDW.

In connection to this, the level of the community participation in PLCEDW of their locality is surveyed among the respondents and Table summarizes the total responses. The question was "how do the participants evaluate degree of participation of the local community in different matters concerning their locality?"

**Table: 4.14. The level of the community's participation in LED of their locality**

<b>No</b>	<b>Description</b>	<b>No</b>	<b>%</b>
<b>1.</b>	<b>Very good</b>	<b>21</b>	<b>5.70</b>
<b>2.</b>	<b>Good</b>	<b>33</b>	<b>8.94</b>
<b>3.</b>	<b>Medium</b>	<b>62</b>	<b>16.80</b>
<b>4.</b>	<b>Low</b>	<b>123</b>	<b>33.33</b>
<b>5.</b>	<b>Very low</b>	<b>130</b>	<b>35.23</b>
<b>Sum Total</b>		<b>369</b>	<b>100</b>

**Source: Field work, February 2014**

As it can be seen in table 4.14, regarding the level of the community's participation in the developmental activities being underway in their locality 5.70% of the respondents replied that the community's participation in PLCEDW in a "Very Good" level. 8.94% of the respondents put it under the "Good" level while 16.80% of the respondents put it under "Medium" level and the remaining 68.56% of the respondents put the level of the community's participation under "Low" and "Very Low" level.

Beside this in the literature review the common elements of community participation according

to USDA, 2000 are: many people, many centered, open and advertised, open to all ideas, inclusive and diverse, open mind, open process (see pages 31 – 33). All components when comprehended together will mean that –the PLCEDW must have to embrace all components of the community”, invite all the community in decision making and accepting ideas of the community and open and transparent finance management. In this case the key informants from the committees and from the government officials revealed that a kind of structure in the PLCEDW system is never existed and all the communities are treated massively. There is no any stratification of the community based on any relevant criteria like, income, age, sex, disability, etc. to enable them take part in PLEDWs. On the other hand the selected respondents also strengthen the information obtained from the key informants.

(Table 4.15 shows the answer of the respondents for the question –Did the PLCEDW in your locality comprehend all the kinds of communities in the locality?).

**Table: 4.15. Response on the comprehensiveness of the PLCEDW**

<b>No</b>	<b>Description</b>	<b>No</b>	<b>%</b>
<b>1.</b>	<b>Yes</b>	<b>23</b>	<b>6.23</b>
<b>2.</b>	<b>No</b>	<b>346</b>	<b>93.77</b>
<b>Sum Total</b>		<b>369</b>	<b>100</b>

**Source: Field work February 2014.**

As it can be seen in table 4.15, among the respondents, 93.77% replied that the PLCEDW in their locality is not comprehensive of all kinds of the community because of the massive treatment of the heterogeneous community. To address all the communities in mobilizing for PLEDWs categorizing the community based on common criteria such as age, sex, disability and others. This category gives the opportunity to address all the communities in the locality.

In the literature review five forms of community participations are discussed (see pages). The first is Manipulation participation which is the participation of the community for exploitative reasons. The second is Information participation in which many projects masquerade as being participatory but local government only impart or communities provide information. The third one is Consultation participation form of participatory service delivery found in local governments with positive intensions towards participation, some limited capacity building, but little of process. The fourth form is Co-operation participation that is stronger form of community decision making normally promoted by local government after some capacity building or policy change (or maybe facilitated by NGOs) the last one is Mobilization

participation in which communities are in control of decision making process and local government enter in to initiatives as required by the community.

In this regard based on the data obtained so far regarding the participation of the community and analysis made on the data, the form of participation displayed in the study areas are manipulation participation and information participation. The communities are participating by contributing money, knowledge and expertise not in decision making and development planning (see the analysis on pages- 62 – 63). The communities are there for giving service and for contributing money.

Key informants revealed that some information is disclosed for the community by the government officials in the way the government officials need to be delivered. But from document analysis and FGD, it can be inferred that even information participation is not fully existed in the study areas. Because all the data on hand shows that there is no formal way of disclosing information (development success, failure) for the community. Hence the form of participation in the study areas is manipulation participation and to some extent information participation.

#### 4.6. Is PLCEDW Actors' Coordination Substantive?

The relationship between the three bodies in PLCEDW i.e. the community at large, the government officials and different committees is measured in the interaction of the entities in PLCEDW in different work processes like, planning, executing, evaluating and fund raising. Moreover, office of the PLCEDW coordinators must be available at convenient place and the committees and the communities must have regular time to discuss on the issues concerning their locality's economic development.

**Table: 4.16. Response on the existence of government coordinators office in nearby**

<b>No</b>	<b>Description</b>	<b>No</b>	<b>%</b>
<b>1.</b>	<b>Yes</b>	<b>284</b>	<b>76.96</b>
<b>2.</b>	<b>No</b>	<b>85</b>	<b>23.04</b>
<b>Sum Total</b>		<b>369</b>	<b>100</b>

**Source: Field work, February 2014**

Regarding the existence of the government's coordination office to PLCEDW, the response of the respondents is summarized in table 4.16. As can be observed in the table above, participatory local economic development coordinators office are

available in a nearby for the local community to oversee the total developmental activities in their jurisdiction. From this it can be inferred that a structure is available near to the local community to involve them in the development of their locality.

##### **4.6.1. The coordination of the PLCEDW actors in Planning of Developmental Activities**

In planning developmental activities, the majority of community in a grassroots level is not participated. But the key informants revealed that the development plan is prepared in block and mender level and transferred to the Qetena development committee and the Qetena development committee discussed on it and sent a part of it which they believed worth worked with, to the woreda development main committee and the woreda main development main committee go through the same scrutiny and shortlist the plans to be sent to the sub-city development main committee and the sub-city development main committee did the same thing and pass it to the city level development committees and the city level development committees have the sole right to approve or throw the proposed need of development by the community in different levels. The respondents said that the relationship between the communities and the committees and the government officials is only one directional in which a small segment of active communities participated in planning the local economic development works in their locality and pass it to the

above echelon which they are not going to have the chance to go further in keeping their prioritized development needs in consideration. Once they decided in the development activities and pass it to the next level, the final approved plan will be sent from the city and sub-city development committees. According to the information obtained from the construction and housing development office head of the woreda-9, the development committees in each woreda and ketena prepares their plan based on the leading plan designed by the construction and housing development office in sub-city and woreda level.

#### **4.6.2. The coordination of the PLCEDW actors in Execution of Developmental Activities**

As discussed in the above topic, the development plans are prepared by the indirect influence of the government officials i.e. the lead plan is designed by the construction and housing development office and the plan from the community is approved by the woreda and ketena construction and housing development office. But when coming to the execution of the development plans, the formation is changed-the community will come in front to do every activity planed by the government. The steering committees are not active like that of the development main committee in every developmental activity. The woreda development, qetena, mender and block development committees are the most active participants in execution of developmental activities.

#### **4.6.3. The coordination of the PLCEDW actors in Evaluation of Developmental Activities**

The developmental activities undertaken in the locality need to be evaluated by the local community, the committees, the government organizations and any other stake holders. This process will be the important field that the relationship of the entities (the government, the committees and the community) is observed in. According to the information elicited from the key informants, the developmental activities undertaken by the PLCEDWS is evaluated by the government, the community members and the committees but when referring to the data obtained from survey among the total respondents 85 (23.04%) responded that they have participated in the evaluation of development projects. As per the community participation head of the sub city written publications of the development projects and the overall work activity of the PLCEDWS, this on the other hand shows that there is a problem of publication of important things to disclose for the public rather development projects evaluated by the committees and

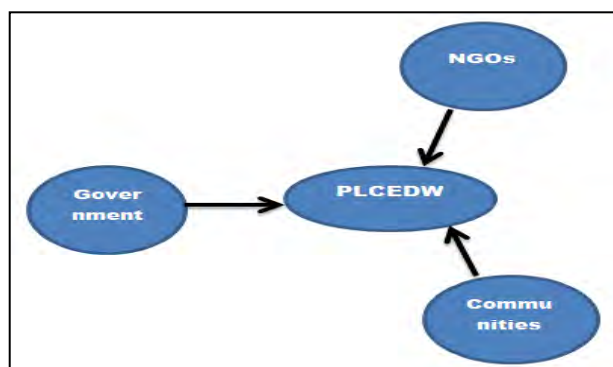


experts on the development project inaugurated. The relationship of the three entities in this case is very limited.

#### 4.6.4. The coordination of the PLCEDW actors in Fund Raising

This is also one of the functions that the relationship between the government officials, committees and the communities is manifested in. The money to conduct the developmental activities is obtained from three sides i.e. from the community, from the NGOs and from the government.

**Figure: 4.2. The source of money for PLCEDW**



**Source: Authors own design**

Note: The NGOs in this case include any entities except the government institutions.

Such as: International organizations, endogenous NGOs, Civil societies, religious organizations etc.

The communities and the NGOs contribute money for the developmental activities. The mender and block committees perform the mobilization of the community and collect money from them on per-house base. And then the government provided some amount of money to be utilized in the development projects. The amount of money the government provided is called “Matching Fund”. The communities and NGOs collect about 65% of the total amount of money for the project and government provide the remaining 35% of the total amount. The most important thing to raise here is, the preponderance of evidences proved that, the communities are fully engaged in PLCEDW only by contributing money either voluntarily or nagged by the committees or the government. Table: 4.12, Responses on the plagues of community participation (Page - 65) revealed that 329 or 89.16% of the respondents said that ‘hard issue bias’ which is a condition at which the communities are encouraged to contribute money not idea is most visible problem in their locality participatory economic development work.

#### **4.7. Developmental Activities Undertaken by PLCEDWS and their Sustainability**

The PLCEDW undertaken in the study woredas are: New toilet construction, Toilet maintenance, New kitchen construction, Road light (fixture), Road maintenance, New cobble stone construction, Sewerage Tube work, New open ditch, Tube maintenance, Environmental cleaning, Maintaining the home of the elders, Community police, Greening the condominium areas, Drinking water, Kitchen maintenance, New shower construction, Road light, Tube work and the like. These developmental activities are more of infrastructural in nature and they are important in furnishing the ground for other developmental activities. Tables 4.17 - 4.28 shows the developmental projects undertaken by the PLCEDWs from 2011 to 2014 in the study woredas.

**Table: 4. 17. Annual development Plan and achievements of PLCEDW in Woreda 8 as of 2010/11:**

No	Type of Development Activity	Measurement	Annual Plan	Semi-annual plan	Achievement Semi-annually	Remark
1.	New toilet construction*	Number			5	No plan previously
2.	Toilet maintenance	>>				
3.	Road light (fixture)	>>			40	
4.	New cobble stone construction	Km			—	
5.	Tube work	Meter			10	
6.	New open ditch	>>			—	
7.	Tube maintenance	>>			—	
8.	Environmental cleaning	Number			22	
9.	Community police	>>			4	
10.	Drinking water	Number			—	
11.	Kitchen maintenance*	>>			25	

**Table: 4. 18. Annual development Plan and achievements of PLCEDW in Woreda 8 as of 2011/12:**

No	Type of Development Activity	Measurement	Annual Plan	Achievement Semi-annually	Remark
1.	New toilet construction*	Number	7	5	
2.	Toilet maintenance	>>	15	—	Not worked
3.	New kitchen construction*	>>	12	—	Not worked
4.	Road maintenance	Meter	200	25	
5.	New cobble stone construction	Km	2	—	Not worked
6.	Tube work	Meter	100	10	
7.	New open ditch	>>	50	—	Not worked
8.	Tube maintenance	>>	75	—	Not worked
9.	Greening environment				
10.	Drinking water	Number	45	—	Not worked

**Table: 4. 19. Annual development Plan and achievements of PLCEDW in Woreda 8 as of 2012/13:**

No	Type of Development Activity	Measurement	Annual Plan	Achievement Semi-annually	Remark
1.	New toilet construction*	Number	7	5	
2.	Toilet maintenance	>>	17		
3.	New kitchen construction*	>>			Not worked
4.	Road maintenance	Meter	250	190	
5.	New cobble stone construction	Km	2	—	Not worked
6.	Sewerage Tube work	Meter	100	10	
7.	Sewerage Tube maintenance	>>	75	—	Not worked
8.	Environmental cleaning	Number	—	22	
9.	Maintaining the home of the elders	>>	7	3	
10.	Community police	>>	5	4	
11.	Greening the condominium areas	Km <sup>2</sup>	500	—	Not worked
12.	Drinking water	Number	45	—	Not worked
13.	Kitchen maintenance*	>>	—	25	

**Table: 4. 20. Annual development Plan and achievements of PLCEDW in Woreda 8 as of 2013/14:**

No	Type of Development Activity	Measurement	Annual Plan	Achievement Semi-annually	Remark
1.	New toilet construction*	Number	7	5	
2.	Toilet maintenance*	>>	32		Not worked
3.	New kitchen construction*	>>	19	—	Not worked
4.	Road light (fixture)*	>>	36	40	
5.	Drinking water construction*	Meter	300	210	
6.	New shower construction*	Number	2	—	Not worked
7.	Tube work*	Meter	100	10	

**Table: 4. 21. Annual development Plan and achievements of PLCEDW in Woreda 9 as of 2010/11:**

No	Type of Development Activity	Measure-ment	Annual Plan	Achievement annually	Remark
1.	Toilet maintenance	Number	12	8	
2.	New kitchen construction*	>>	14	—	Not worked
3.	Road light (fixture)	>>	26	40	
4.	Road maintenance	Meter		25	
5.	New cobble stone construction	Km	3	1.2	
6.	Tube work	Meter	25	10	
7.	Tube maintenance	>>	55	—	Not worked
8.	Environmental cleaning	Number	—	—	Not worked
9.	Kitchen maintenance*	>>	—	25	

**Table: 4. 22. Annual development Plan and achievements of PLCEDW in Woreda 9 as of 2011/12:**

No	Type of Development Activity	Measure-ment	Annual Plan	Achievement Semi-annually	Remark
1.	Road light (fixture)	>>	36	40	
2.	Road maintenance	Meter	300	200	
3.	New cobble stone construction	Km	2	—	
4.	New open ditch	>>	50	—	Not worked
5.	Tube maintenance	>>	75	—	Not worked
6.	Greening environment				
7.	Environmental cleaning	Number	—	22	
8.	Drinking water	Number	45	—	Not worked
9.	Kitchen maintenance*	>>	—	25	

**Table: 4. 23. Annual development Plan and achievements of PLCEDW in Woreda 9 as of 2012/13:**

No	Type of Development Activity	Measurement	Annual Plan	Achievement annually	Remark
1.	Toilet maintenance	Number	12	8	
2.	New kitchen construction*	>>	14	—	Not worked
3.	Road light (fixture)	>>	26	40	
4.	Road maintenance	Meter		25	
5.	New cobble stone construction	Km	3	1.2	
6.	Tube work	Meter	25	10	
7.	Tube maintenance	>>	55	—	Not worked
8.	Environmental cleaning	Number	—	—	Not worked
9.	Kitchen maintenance*	>>	—	25	

**Table: 4. 24. Annual development Plan and achievements of PLCEDW in Woreda 9 as of 2013/14GC:**

No	Type of Development Activity	Measurement	Annual Plan	Achievement annually	Remark
10.	New toilet construction*	Number	7	5	
11.	Road light (fixture)	>>	36	40	
12.	Road maintenance	Meter	-		
13.	Tube work	Meter	175	51	
14.	New open ditch	>>	50	—	Not worked
15.	Tube maintenance	>>	75	—	Not worked
16.	Greening environment				
17.	Environmental cleaning	Number	—		Done
18.	Drinking water	Number	45	—	Not worked

**Table: 4. 25. Annual development Plan and achievements of PLCEDW in Woreda 10 as of 2010/11:**

No	Type of Development Activity	Measure-ment	Annual Plan	Achievement annually	Remark
1.	New toilet construction*	Number	7	5	
2.	Toilet maintenance	>>	11	6	Not worked
3.	New kitchen construction*	>>	13	—	Not worked
4.	Road light (fixture)	>>	18	11	
5.	Road maintenance	Meter	300	180	
6.	Tube work	Meter	100	10	
7.	Environmental cleaning	Number	—	12	
8.	Community police	>>	3	1	
9.	Drinking water	Number		—	Not worked
10.	Kitchen maintenance*	>>	—	11	

**Table: 4. 26. Annual development Plan and achievements of PLCEDW in Woreda 10 as of 2011/12:**

No	Type of Development Activity	Measure-ment	Annual Plan	Achievement annually	Remark
1.	Road light (fixture)	>>	36	40	
2.	Road maintenance	Meter	200	25	
3.	Tube work	Meter	100	10	
4.	Greening environment				
5.	Environmental cleaning	Number	—	22	
6.	Kitchen maintenance*	>>	—	25	
7.	New cobble stone construction				
8.					

**Table: 4. 27. Annual and semi-annual development Plan and achievements of PLCEDW in Woreda 10 as of 2012/13:**

No	Type of Development Activity	Measurement	Annual Plan	Semi-annual plan	Achievement Semi-annually	Remark
1.	New toilet construction*	Number	7	4	5	
2.	Toilet maintenance*	>>	27	13	—	Not worked
3.	New kitchen construction*	>>	20	10	—	Not worked
4.	Road light (fixture)*	>>	36	18	40	
5.	Drinking water construction*	Meter	200	100	25	
6.	New shower construction*	Km	2	1	—	Not worked
7.	Tube work*	Meter	100	50	10	

**Table: 4. 28. Annual and semi-annual development Plan and achievements of PLCEDW in Woreda 10 as of 2013/14:**

No	Type of Development Activity	Measurement	Annual Plan	Semi-annual plan	Achievement Semi-annually	Remark
1.	New toilet construction*	Number	7	4	5	
2.	Toilet maintenance	>>	27	13	—	Not worked
3.	New kitchen construction*	>>	20	10	—	Not worked
4.	Road light (fixture)	>>	36	18	40	
5.	Road maintenance	Meter	200	100	25	
6.	New cobble stone construction	Km	2	1	—	Not worked
7.	Tube work	Meter	100	50	10	
8.	New open ditch	>>	50	25	—	Not worked
9.	Tube maintenance	>>	75	37	—	Not worked
10.	Environmental cleaning	Number	—	—	22	
11.	Maintaining the home of the elders	>>	6	3	2	
12.	Community police	>>	6	3	4	
13.	Greening the condominium areas	Km <sup>2</sup>	1000	500	—	Not worked
14.	Drinking water	Number	45	23	—	Not worked
15.	Kitchen maintenance*	>>	—	—	25	



Literature indicated that there are four key local economic development activities. The first is “locality development” in which the PLCEDWs furnish the environment for development activities. Providing land and other things which support the local economic development activities is one kind of locality development. City renewal and infrastructural improvement are the component of locality development. In this regard the data on hand shows that, the PLCEDWs are doing locality development activities, the developmental activities undertaken by the PLCEDWs presented in tables 4.17 – 4.28, indicated that the PLCED is concentrated on locality development. Business development is the base for proliferation of other small and micro industries. Hence it can be generalized that the PLCEDW is effectively furnishing the ground for further development.

The second is “business development” in which the PLCEDW must create conducive environment for businesses to flourish and develop. Business support centers, research and development and business clusters are the most important things for business development. In the study areas the mechanism for supporting business activities are not yet established and research and development works either in private business research centers or government unit are not undertaken to support the small businesses in idea and expertise. Business integration and conglomeration also is absent despite its importance in boosting business opportunities and synergy. As per the interview conducted with the owner of sub-city community participation work process, a business network is not created by the PLCEDW. Market relationship between the PLCEDWs and the entrepreneurs and micro and small enterprises does not exist in the study areas. This shows that the PLCEDWs are not furnishing the ground for business development.

The business development alone is not the only contribution of the PLCEDW, hence third component i.e. advanced and developed communities, must be created as a result of the PLCEDW. The whole concept of human resource development is equipping the community with modern knowledge, skill and attitude. Investigation of the study areas in this regard is also conducted by interview, FGD and observation. The result shows that such kinds of activities are not undertaken in the study woredas. Therefore the PLCEDW should have to create developed community so as to create a community capable of strengthening the participatory community development works.

The other important component is “creative cities and creative classes”. These are also the things that are necessary to be existed in the PLCEDW. And as per the data on hand, neither of the two existed in the study areas. The creative cities are not there to allow the creative classes to bring new things for the locality development.

More over the sustainability of development projects undertaken by the PLCEDWs is scrutinized. In the literature review three models of sustainability are discussed. All the three models have almost the same idea towards sustainability. Sustainability comprehends social, environmental, economic and institutional imperative. The social imperative is all about human wellbeing in general (economic, social, political, and environmental). Economic imperative is all about the economic wellbeing of the community. Environmental imperative is about the environmental wellbeing. And the institutional imperative is about democracy, justice and so on. Hence to call the PLCEDW sustainable each of the dimensions of sustainability must be fulfilled.

The data on hand and the investigation conducted so far indicates that, the developmental activities are not improving the life of the community in a very good manner. Therefore the social imperative of sustainability of PLCEDW not fulfilled. Beside this the PLCEDW is not creating permanent job opportunity for the community. There is no business relation between the PLCEDW and the small and micro industries. In addition, the PLCEDW is not enabling small and micro industries to proliferate (see tables 4.17 – 4.28). Hence the PLCEDW didn't fulfill the economic imperative of the sustainability of economic development. Environmental imperative is the quality that the PLCEDW are environmental friendly. In this regard the PLCEDW done are environmental friendly (see the development projects in tables 4.17 – 4.28). The other is institutional imperative which includes democracy and distributive justice. In this imperative the PLCEDW underscored. Because the PLCEDW is not involving all the communities in the locality and there is no collective decision making, free and fair participation, genuine involvement in strategic planning and evaluation of LED, (see the analysis on the participation of the community).

## **CHAPTER FIVE**

### **5. CONCLUSION AND RECOMMENDATION**

#### **5.1. Conclusion**

This study employed survey, interview, focus group discussion and observation for collecting relevant data from the community, government officials and the committees. From 5316 total households in the three woredas, 372 households were selected as a sample in a stratified random sampling method (using probability sampling). But 400 questionnaires were administered by adding 28 questionnaires to avoid shrinkage due to defective questionnaires. However the total questionnaires collected are 369. In addition to this, interview was conducted with 18 individuals from the committee members and the government officials in sub-city, woreda and qetena level. Two FGD is conducted.

As per the data obtained, the PLCEDW was started before four years. But the government gives emphasis and designed a legal frame to facilitate it in 2011. But because of the problem of record keeping by the city administration the developmental projects undertaken before the directive (**ህልተባማስአካመ**) is put in effect are not recorded and remained as a legend. The local community knows that a kind of participatory community development work is done in their locality (94.31%) of the respondents knows the existence of PLCEDW in their locality but since no body invited them to be the part of it, they lost not only the involvement but also their attention towards the development projects being undertaken in their locality. Therefore the local community doesn't have any technical details about the PLCEDW.

The data obtained from survey also indicated that, the PLCEDW that are undertaken includes access road construction, drinking water pipe construction, health post construction, sports centers, housing for elders, kitchen construction and maintenance and security works among others. In these development undertakings, the communities are participating only by contributing money, labor and expertise.

The communities are not fully participating in development planning. Among the respondents 266 (72.09%) of them are not participated in planning of local community economic development activities.

The communities also responded on the level of community participation in their locality. Among the respondents 14.64% responded that community participation in their locality is good and very good. 16.8% of the respondents put the community participation in a medium level and the remaining 68.56% of the respondents give a low and very level for the community participation in their locality.

There is no mechanism to enable different segment of the community (disabled people, youths, elders, women etc.) to involve in PLCEDW that means the PLCEDW is not comprehensive. 93.77% of the respondents responded that the PLCEDW in their locality didn't have the mechanism to comprehend all segment of the community.

The main obstacles of the communities to participate in the development projects undertaken in their locality are the lack of public interest in becoming involved, the inhibiting and prescriptive role of the state, over-reporting of development successes, selective participation, hard-issue bias, conflicting interest groups within end-beneficiary communities, gate-keeping by local elites, excessive pressures for immediate results, the accentuation of product at the expense of process and the paternalistic role of development professionals and officials.

The directive (**ህልተባማስአአመ**) is put in effect in 2011 G.C. the directive described the duties and responsibilities of all the committees and other administrative procedures and finance administration but it failed to determine the way in which the communities shall be appointed (modus operandi). According to the data on hand, here is no any idea about how the directive is drafted who were there in the drafting phase. The directive is not introduced to the community. 234 (63.41%) of the respondents didn't know the existence of the directive (**ህልተባማስአአመ**) to facilitate the developmental activities done in participation of the community.

There are also different committees appointed to facilitate the PLCEDW in city, sub-city and woreda levels. Steering Committee; City Development Council; Sub-city Development Council; Woreda development Council; Development committee; Woreda Development Main committee; Finance, Procurement and Material Management Sub Committee; Construction Follow-up, Care and Maintenance Sub Committee; Community Mobilization and Community Participation Plan Sub Committee; Audit Committee Mender and Block Development Committee; Qetena Development Committee. The committees are known by the majority of the community. They are selected by referendum in front of the residents of each woredas and Qetenas. But the

functional communities are the development committees in sub-city and woreda levels, the others are not functional. Each committee are not full time employees in the PLCEDW they are voluntary participants living in the locality and meetings and discussions are held at times when the committees finish their personal jobs. Sometimes the meetings of the committees are conducted in the weekends and after work time after 5:30 PM.

The relationship between the committees, the government officials and the communities is vital thing for the strengthening of the community's participation in local economic development. But in this study it is proved that the relationship is loose.

Different developmental projects have been undertaken in the study woredas. They are: New toilet construction\*, Toilet maintenance, New kitchen construction\*, Road light (fixture), Road maintenance, New cobble stone construction, Sewerage Tube work, New open ditch, Tube maintenance, Environmental cleaning, Maintaining the home of the elders, Community police, Greening the condominium areas, Drinking water, Kitchen maintenance\*, New shower construction\*, Road light, Tube work and the like. The development projects undertaken by the PLCEDWs are not sustainable. The PLCEDW undertaken are not able to mobilize the local economy. Hence the PLCEDW are not significantly affecting the life of the community.

## **5.2. Recommendation**

Based on the data obtained and the analysis conducted the following recommendations are forwarded:

### **5.2.1. Work to Ensure Community Participation at Large**

The local community in the study woredas knows about the existence of PLCEDW in their locality but most of the communities are not active participants in development activities of their locality. The reason is there is no awareness creation work by the side of the government and the committees. Hence the communities didn't know that participatory effort towards local economic development will really change improve life. Therefore communities are not fully involved in their locality economic development. Few numbers of the communities are participating but the majority is not. Especially the lack of participatory effort in planning of the local economic development is damaging the community's initiative to be the part of the PLEDW. Hence a wide campaign of awareness creation must be done. Motivating the community in collective decision making and image building by the concerned bodies is necessary to attract the communities towards the LEDWs.

### **5.2.2. Need to Align the Development plans with Community and Local Government Priorities**

The development plans are prepared by the community at the grassroots level but the sub-city administration discussed on it and decided solely and sends the approved plan for the committees. In doing so the development needs prioritized by the local community modified/changed in the way that have no value for the community. Most of the time the development needs identified by the communities is not included in the final approved plan from the sub-city PLED coordination office. This condition created dissatisfaction in the community. Therefore it can be concluded that, the development plans are not fully prepared by the community. This has negative impact on the community's attitude towards PLCEDW done in their locality. To avoid this problem collective decision making by the government officials, the committees and the communities during the prioritization of the development projects is necessary. In case of exclusion of development projects proposed by the community, the reason must be clearly communicated for the community clearly.

### **5.2.3. Need for Delegation and Coordination**

The PLCEDW is intended to be coordinated by the higher government officials who are the chief executive and director of different government and non-government organizations. But these higher officials are too busy to take care of it. Most of the coordination of the PLCEDW is rested

on the shoulder of the development committees in the sub-city and woreda level. All the committees in each level are not a permanent fulltime employees assigned to coordinate the PLCEDWs. This created a problem of coordination. There is also a shortage of expertise in the area. And it lacks top management support. Hence the higher officials must turn their attention to PLCEDW.

The relationship between the communities, the committees and the government officials is loose. There is no regular time that they come together and discuss directly with the community at large regarding local community economic development works. Therefore the community, the committees and the government officials must come together regularly and discuss on matters affecting the life of the local community.

#### **5.2.4. Need to Link PLCEDAW with Local Job Creation Demands**

The Development projects being undertaken by the PLCEDW are access road construction, toilet construction and maintenance, maintaining the home of the elders, tube work, local security service, sport centers, recreational centers and etc. The development activities undertaken by the PLCEDWs create temporary job opportunities for the local community. The PLCEDW is not directly enabling the small and micro industries to proliferate that can create permanent job opportunities for the job seekers in the city in general and local community in particular. Hence it can be generalized that the outcomes of the development projects done in participatory effort of the local community is not sustainable and not affecting the life of the community in a considerable way. The PLCEDW is not sustainable and concentrated on construction of cobble stone, kitchen maintenance, tube work, and soon. The job opportunities created are temporary and the temporary job opportunity is enjoyed by small number of the community. Therefore Proliferation of small businesses, small and micro enterprises and small and medium industries must flourish as a result of the PLCEDW. Beside this market relation should be created for the products produced by the PLCEDWs. The youths in the locality must enjoy the job opportunities created by the PLCEDW. And the PLCEDW must also made effort to create permanent job opportunity for the local community.

#### **5.2.5. Need to Involve Affluent Residents of the Localities**

Most of the committees at the higher echelon are not contributing their part in facilitating the PLCEDW. This is because the steering committees and the development councils at the city

level are higher officials of the government and they have their duties and responsibilities at their offices other than the one given in the PLCEDW. The involvement of the higher government officials in the PLCEDW is an advantage to get the attention of the city top administrators. But the duties and responsibilities for the steering committees and development councils at the city and sub –city level is too much to be discharged by them. Organizing the steering committee at the city level by full time workers and experts is necessary. The duties and responsibilities of the steering committees and the development councils at the city level can be consumed by one of the committees. Therefore the excessive number of the committees should be minimized and the duties and responsibilities must be done by one committee.

### **5.2.6. Need to have Vibrant Committees**

The study also tried to assess the work activity of the committees, their appointment process and their composition. There are about 12 committees organized in each sub-city and woreda from the city steering committee to the 1 to 5 development committees. The structure of the PLCEDW coordination committees is very complex with a chain of different steering committees, development committees and development councils. Each committee has their own duties and responsibilities. But the duties and responsibilities listed out in the directive can be effectively performed by some of the committees. Hence the PLCEDW is coordinated by large number of committees with tall hierarchical structure.

Generally the problem of PLCEDW is that, the communities are not fully involved in it and majority of the community have no sense of the participatory community development works undertaken in their locality. And the advantage of participation in participatory development work is not known by the community. Hence the city administration must have to create awareness for the community about the importance of participatory community economic development. More over letting the community to involve in decision making about the development projects in their locality will help to catch up their attention.



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# Appendixes

## Appendix - 1

### 1. Questionnaire prepared for the community (in English)



**Addis Ababa University**  
**School of Graduate Studies**  
**College of business, Economics and information science**  
**Department of Public Administration and**  
**Development Management**

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የቢዝነስ ኢኮኖሚክስ እና ኢንፎርሜሽን ሳይንስ ኮሌጅ  
የህዝብ አስተዳደርና ልማት አመራር ት/ት ክፍል

### **QUESTIONNAIRE FOR LIDETA SUB-CITY COMMUNITIES**

This questionnaire is prepared for the research paper to be written for partial fulfillment of master degree in Public administration and development management from Addis Ababa University. The title of the research is –assessment of community’s participation in sustainable local economic development” and the study will cover Lideta Sub-city only. Therefore, information from the residents of the sub-city is considered as vital input for the successful completion of this study. Hence you are kindly requested to complete the questions properly and return back to the researcher. I am grateful in advance for your cooperation extended to me.

- ❖ Any information that you give is used confidentially
- ❖ The trustworthiness of the information obtained from you determines the success of the study.

**Prepared by: Dinberu Tadesse,**

**Address: Lideta Sub-City, next to Federal Police Head Quarter, opposite to “Tiyit Fabrica”.**

**Mob: 09 10 16 38 47**

**E-mail: detkhbsmc@gmail.com**

## **I. Bio-Data**

1. Sex:  Male  Female
2. Age:  Below 25  26 – 35  36 – 45  46 and Above
3. Educational achievement:  Below grade 8  Grade 8 – 12  
 10/12 + 1/2/3  Diploma  1<sup>st</sup> Degree  Master and Above
4. Job condition:  Government employee  Self employer  
 Job seeker
5. Address: Sub-city \_\_\_\_\_ Woreda \_\_\_\_\_ Qetena \_\_\_\_\_

## **II. About Community Participation**

1. Did Participatory community economic development take place in your locality?
- Yes  No
2. If your answer for question No 1 is “yes”, how old is it since started?
- Above 10 years  5 – 9 years  1 – 4 years  below 1 year
3. Among the following development projects in which one do you participated? (More than one answer is possible)
- Access road construction
  - Drinking water construction
  - Sport centers
  - Kitchen construction\*
  - Toilet Construction\*
  - Sewerage tube
  - Greening environments
  - Housing construction for elders



Health post construction

Write here if any other .....

4. In what way are you participating in the above development project (s)? .....

.....

5. Have you ever been participated in planning of local economic development activities in your locality?

Yes

No

6. If your answer for question number 5 is —Yes”: in which part of strategic planning you participated (multiple option possible)

Need assessment

Designing development strategy

Prioritization of plans

Development evaluation

Determining the components in the plan

7. What advantages did you enjoy because of your involvement in the local economic development activities?

Awareness of the problems and solutions of local economic development

Effectiveness and efficiency in conducting local economic development

To provide brand new ideas in development plans

Confidence in the fairness of the local economic development activities

8. How do you evaluate degree of participation of the local community in different matters concerning their locality?

Very good    Good    Medium    poor    very Poor

9. Did the Participatory community economic development work involve all the members of the community?

Yes

No

10. If your answer for question No 9 is “No” put your reason on the space provide.....

.....  
.....  
.....

11. If your answer for question No 4 is “yes” in what way did all the community participated?  
Put the detailed modalities the space provide.....

.....  
.....  
.....  
.....

12. Among the following participation problems, which one is visible in your locality’s participatory local community economic development works?

- Paternalistic role of professionals and officials
- Inhibiting and prescriptive role of the state
- Over- reporting of development successes
- Selective participation
- Hard issue bias
- Miss representing the local community’s development need
- Gate keeping by local elites
- Excessive pressure for immediate results than long term goals
- Lack of public interest to be involved in PLEDW

**III. About the Directive (የህዝብ የልማት ተሳትፎ ባለቤትነት ማሳለጫ ስራዎች አደረጃጀትና አሰራር መመሪያ)**

1. Did you know that there is a directive to facilitate the participatory development work?

Yes

No

**If your answer for question No 1, is “Yes”, answer the following questions**

2. What is the contribution of the directive on the Participatory community economic development work?

.....  
.....  
.....  
.....  
.....

3. Describe the enactment process of the directive if you know some details.....

.....  
.....  
.....  
.....  
.....  
.....  
.....

**IV. about different committees of Participatory community economic development**

1. Do you know that there are different committees appointed to coordinate and manage participatory development activities?

Yes

No

**If your answer for question No 1, is “Yes”, answer the following questions**

2. How was the committees appointed?

Selected directly by the Sub-city administrator

Elected in city-wide election

Selected by referendum

Don't know clearly

Describe if there is any different way .....

.....  
.....  
.....  
.....  
.....

3. Is there a time where the community discussed with the committees?

Yes

No

4. If your answer for question No 3, is —Yes” in what interval did they take place?

Per year

twice a year

per 3 months

monthly

Write if any other .....

.....

5. If your answer for question No 3 is —Yes” what was the agendas for the discussion?

.....  
.....  
.....  
.....

6. Write all the activities undertaken by the committees since their appointment.....

.....  
.....  
.....  
.....  
.....

**V. about the relationship between the community and government officials**

1. Do you know that Participatory community economic development coordinators office is organized in different levels in the sub-city?

Yes

No

**If your answer for question No 1, is “Yes”, please answer the following questions**

2. How do you evaluate the Participatory community economic development coordinator’s support for voluntary participatory development workers?

Very good

Good

Medium

Poor

Very poor

3. For question No 2, is “Medium”, “Poor” or “Very Poor”, please write the reasons

.....  
.....  
.....  
.....  
.....

4. If your answer for question No 2, is “Good” or “Very Good”, please write your reason on the space provided.....



3. How do you evaluate the developmental activities undertaken by the participatory development workers?

Very good     Good     Medium     Poor     Very poor

4. Are the developmental activities done distributed fairly for all group of the community?

Yes     No

5. If your answer for Question No 4, is “No” please write your reasons.....

.....

.....

.....

.....

.....



## Appendix - 2

### 2. Interview for Government Officials in the Participatory community economic development Coordination Office (English)



Addis Ababa University  
School of Graduate Studies  
College of business, Economics and information science  
Department of Public Administration and  
Development Management

አዲስ አበባ ዩኒቨርሲቲ  
ድህረ-ምረቃ ትምህርት ክፍል  
የቢዝነስ ኢኮኖሚክስ እና ኢንፎርሜሽን ሳንስ ቴሌክኒኮሎጂ  
የህዝብ አስተዳደርና ልማት አመራር ት/ት ክፍል

### INTERVIEW FOR GOVERNMENT OFFICIALS IN THE PARTICIPATORY COMMUNITY ECONOMIC DEVELOPMENT COORDINATORS OFFICE

This interview is prepared for the research paper to be written for partial fulfillment of master degree in Public administration and development management from Addis Ababa University. The title of the research is “assessment of community’s participation in sustainable local economic development” and the study covers Lideta Sub-city only. Therefore, information from government officials of the sub-city participatory community economic development work is considered as vital input for the successful completion of this study. Hence you are kindly requested to complete the questions properly and return back to the researcher. I am grateful in advance for your cooperation extended to me.

- ❖ Any information that you give is used confidentially
- ❖ The trustworthiness of the information obtained from you determines the success of the study.

**Prepared by: Dinberu Tadesse,**

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**Mob: 09 10 16 38 47**



**E-mail: detkhbsmc@gmail.com**

## **I. Bio-Data**

1. Sex:  Male  Female
2. Age:  Below 25  26 – 35  36 – 45  46 and Above
3. Educational achievement:  Below grade 8  Grade 8 – 12  
 10/12 + 1/2/3  Diploma  1<sup>st</sup> Degree  Master and Above
4. Job condition:  Government employee  Self employer  
 Job seeker
5. Job Position in the office \_\_\_\_\_
6. Address: Sub-city \_\_\_\_\_ Woreda \_\_\_\_\_ Qetena \_\_\_\_\_

## **II. About the community's Participation**

1. Do you believe that the communities are participating voluntarily in Participatory community economic development activities? If so describe the modalities and reasons to believe?
2. Did the developmental activities embrace all segment of the community? If so, how? If not, why?
3. Is there any formal organization designed by the government to enable all segment of the community participate in developmental activities?
4. How do you describe the community's involvement in development activities by their own initiative?

## **III. About the directive**

1. Please tell me all the procedures in enacting the directive
2. If the directive is still working what comments did the community forwarded regarding the directive?
3. Who are the entities participated in the enactment of the directive?

## **IV. About the members of different committees**



1. Please brief us about the appointment of the committees?
2. How do you describe the work performance of the committees?

**V. About the relationship between the government bodies and the community**

1. How do you see the relationship between the participatory development coordinator's office and the community?
2. Is there a forum for the community, the committees and government bodies to discuss on local issues together?

**VI. About the developmental activities undertaken by participation**

1. Are there any development works done by the participatory development workers?
2. How was the participation of the community at the time of the development work?
3. Where did the request for development works emerged? And how is it decided?

## Appendix - 3

### 3. Interview for Different Committee Members in Participatory community economic development Work (English)



**Addis Ababa University**  
**School of Graduate Studies**  
**College of business, Economics and information science**  
**Department of Public Administration and**  
**Development Management**

አዲስ አበባ ዩኒቨርሲቲ  
ድህረ-ምረቃ ትምህርት ክፍል  
የቢዝነስ ኢኮኖሚክስ እና ኢንፎርሜሽን ሳንስ ቴሌኛ  
የህዝብ አስተዳደርና ልማት አመራር ት/ት ክፍል

#### **INTERVIEW FOR DIFFERENT COMMITTEES IN THE SUB-CITY**

This interview is prepared for the research paper to be written for partial fulfillment of master degree in Public administration and development management from Addis Ababa University. The title of the research is “assessment of community’s participation in sustainable local economic development” and the study cover Lideta Sub-city only. Therefore, information from different committee members of the sub-city Participatory community economic development workers is considered as vital input for the successful completion of this study. Hence you are kindly requested to complete the questions properly and return back to the researcher. I am grateful in advance for your cooperation extended to me.

- ❖ Any information that you give is used confidentially
- ❖ The trustworthiness of the information obtained from you determines the success of the study.

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## **I. Bio-Data**

1. Sex:  Male  Female
2. Age:  Below 25  26 – 35  36 – 45  46 and Above
3. Educational achievement:  Below grade 8  Grade 8 – 12  
 10/12 + 1/2/3  Diploma  1<sup>st</sup> Degree  Master and Above
4. Job condition:  Government employee  Self employer  
 Job seeker
5. Address: Sub-city \_\_\_\_\_ Woreda \_\_\_\_\_ Qetena \_\_\_\_\_
6. Which member of the committee are you working in \_\_\_\_\_

## **II. About the community's Participation**

5. How do you see the participation of the community?
6. Did the developmental activities embrace all segment of the community?
7. How do you describe the community's involvement in development activities by their own initiative?

## **III. About the directive**

4. Please tell me all the procedures in enacting the directive
5. Did the enactment of the directive include all the stakeholders i.e. government bodies, the community and others? Describe in detail.
6. How much is the directive supporting the participatory development works done in the locality?

## **IV. About the members of different committees**

3. Please brief us about the appointment of the committees?
4. How do you describe the work performance of the committees?

## **V. About the relationship between the government bodies and the community**

4. How do you see the relationship between the participatory development coordinator's office and the community?
5. Is there a forum for the community, the committees and government bodies to discuss on local issues together?

**VI. About the developmental activities undertaken by participation**

4. Are there any development works done by the participatory development workers?
5. How was the participation of the community at the time of the development work?
6. Where did the request for development works emerged? And how is it decided?

## **GUIDE LINES FOR FOCUS GROUP DISCUSSION**

1. Participation of the communities in the LED activities
2. The committees and their work activity
3. The institutionalization (the directive and the organizational structure)
4. The developmental activities undertaken
5. The market relationship and employment opportunities