



**SOCIAL INNOVATION APPROACH IN ADDRESSING THE
POBLEM OF ORPHAN AND VULNERABLE CHILDREN**

BY

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ADDIS ABABA, ETHIOPIEA

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**SOCIAL INNOVATION APPROACH IN ADDRESSING THE PROBLEM OF
ORPHAN AND VULNERABLE CHILDREN**

**A THESIS SUBMITTED TO THE DEPARTMENT OF MANAGEMENT IN PARTIAL
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MANAGEMENT**

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This is to certify that the thesis presented by Tsega Damtew, entitled: Social Innovation Approach in addressing the problem of Orphan and Vulnerable Children (OVC) and submitted in partial fulfillment of the requirements for the degree of MSc. In management compiles with the regulation of the university and meets the accepted standards with respects to originality and quality.

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Declaration

I, the undersigned, declare that this thesis is my original work, has never been presented in this or any other university, and that all resources and materials used herein, have been duly acknowledged.

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ACRONYMS

ABSF- Agri-Business Support

AIDS - Acquired Immune Deficiency Syndrome

CBO - Community-Based Organization

CRC - Convention on the Rights of the Child

CRDA : Christian Relief Development Association

FBO - Faith-Based Organization

FGD - Focus Group Discussion

HFC-Aus- *Hope for Children Australia*

NGO –Non-Governmental Organization

OVC - Orphans and Vulnerable Children

SCV- *Selam Children Village*

SI – *Social Innovation*

TEPSIE – The Theoretical, Empirical and Policy Foundations for Building Social Innovation in Europe

UNICEF - **United** Nations International Children’s Fund

ABSTRACT

In Ethiopia, one of the social problems that need immediate attention to be addressed with, concerned development sectors and the society as a whole is, physiological, psychological and social problems of Orphan and Vulnerable Children. Even though, there are number of charitable organizations those who are working on wellbeing of OVC in Ethiopia, there is a gap in holistic service provision in relation with solving the problem of OVC. Therefore, the aim of this study is to explore if social innovation approaches can address problem of OVCs. A qualitative research was conducted on selected five charitable organizations, to assess the reason for not hit the problem of OVC. The supports being offered by the non-governmental organizations were insufficient, duplicated and limited to few children in terms of their coverage. There are no coordinated and collaborative approaches utilized among charitable organization to alleviate poverty. Consequently, a number of OVC are still in a difficult situation and seek immediate attention. Thus, strengthening families'/caregivers economic capacity through income generating activities, social and emotional inclusive support programs, inter-organizational coordination, mobilizing resources with in community, study on new approach and try to enforce NGOs to operate new study based profit making approach for wellbeing of orphans and vulnerable children.

Key Words: *Social Innovation, Social Entrepreneurship, Social Enterprise, Orphan, Vulnerable, Child, Community*

CHAPTER ONE

INTRODUCTION

1.1 Background

Social innovation approach has started to gain popularity in the last two decades as a strategy to tackle new social risks by addressing emerging problems such as migration, rapidly growing aging population in Europe and other continents (TEPSIS, The young foundation, 2014). Even though, there is no single commonly agreed definition of social innovation scholars agree on the concept that it is about finding a new solution to pressing unmet need of individuals and community. Social innovation is also different from social invention since social innovation is an idea that has been put into practice rather than new idea that has not been implemented.

Social innovation involves beneficiaries in its development process and governance, increasing their awareness, competences, and even their dignity and self-esteem. Murray et al (2010) puts the most important features of social innovations in its definition as new ideas (products, services and models) that simultaneously meet social needs and create new social relationships or collaborations.

In Ethiopia, one of the social problems that need immediate attention to be addressed with social innovations involving the government, concerned development sectors and, the society as a whole are economically, socially and psychologically problems of children.

Ethiopia is a country with a population of over 105 million. Among the population over 44% are in the age group of 0-14 years old. Over 5 million orphans & helpless children are living in Ethiopia (Save the Children UK) Rising number of Orphans and Vulnerable children (OVC) are suffering economically, socially and psychologically as a result of the HIV and AIDS epidemic in Ethiopia. The major factors indicated for the vulnerability of these children were death of parents due to HIV/AIDS and other disease, poverty, child abandonment, child neglect and rural-urban migration related to food insecurity, conflict and poor governance Abashula et al (2014).

In response to the existing challenges, the government of Ethiopia, together with local and

international humanitarian organizations, has designed programs to address the multilevel challenges with the aim of addressing the needs of the younger segment of the population. Among major interventions that could be mentioned are Productive Safety Net Program (PSNP), Multi-sectorial Plan of Action for HIV (2007-2010) and Positive Change: Children, Communities and Care Program (PC3) and Yekokeb Berhan Program for Highly Vulnerable Children in Ethiopia YekokebBerhan (2017).

Even though, the OVC Plan of Action has been developed to guide all stakeholders in addressing the issue of OVC care and support in a holistic, coordinated and integrated manner, the practice at the ground does not reflect likewise. Most of the organizations are engaged in providing few of the intervention packages like provisions of educational materials, school uniforms and income supports. The supports provided are also focused mainly on the material needs of the children neglecting their emotional and social needs. The challenges and the constraints that are limiting organizations from resulting sustainable and significant changes are internal challenges that arise within the organization; such as lack of well-defined organization structure, vision, mission, lack of staff training, lack of passion etc. External challenges exist outside the organization for instance government regulation and policy, lack of information consistence among staff, lack of proper support and follow up, huge bureaucracy. However, further investigation of the factors that hinders such organizations from addressing the needs of OVCs should be conducted (Ayele, 2008).

1.2 Statement of the problem

There are both governmental and non-governmental (NGO) sectors have been making efforts to intervene the problems of the OVC. However, the services and supports they have been providing for the OVC are insufficient, repeated, lack co- ordination and very limited in their coverage. Most of them are providing a hand to mouth support that focused only on the material needs of the children neglecting the psychosocial dimensions. Such supports hardly bring a lasting solution for the OVC Abashula et al (2014). Moreover, the problem of OVC has continued to deepen requiring urgent & innovative actions to alleviate the problem that the country is facing. The severity of the problem calls for a new approach to properly address the problem in collaborative and comprehensives manner. As it is stated by Edwards-Schechter et al (2012) Social innovation aims and differential characteristics related to the identification of

people's needs, citizen participation processes, and improved quality of life. Even if it is difficult to find literatures stated the contribution of social innovation towards address wellbeing of the OVCs, based on the Edwards-Schechter it improves quality of social life. Thus OVCs are part of the society it helps to address their challenges and problems. In addition, according to (Dees, 2002) social entrepreneurship has created all kind of new opportunities for non-profit organization and NGOs are finding out that becoming more entrepreneurial can be very rewarding not only in financials sense but also in terms of many aspects particularly for organizations that have become dependent on charitable assistance to support operation and programs. Therefore, scholars stated that social innovation plays vital role in addressing societal problems. However, there is a gap on how to address the problem of OVC in holistic manner rather than depending on charitable organization. In addition there is limited evidence of what kind of social innovative approaches can be utilized in order to achieve the desired outcome, which is addressing the diverse needs of OVCs.

1.3 Objectives

1.3.1 General objective

The general objective of the research is to explore if social innovation approaches can address problem of OVCs.

1.3.2 Specific objective:

- To assess the current provision of services by charitable organization to address unmet need of OVCs.
- To assess the major challenges of charity organizations working on well-being of OVCs.
- To examine/explore applicability of social innovation in OVCs context.

1.4 The research questions

Therefore, the following are the questions that, this research assessed and come up with findings:

1. Why are problems of the OVC not well addressed while there are governmental and non-governmental organizations working on wellbeing of OVC?
2. What are the challenges faced by the charity organizations while they are working on the well-being of OVC or improving the lives of the OVC?

3. As part of innovative solution, what can be done to increase the contribution of local stakeholders in solving problem of OVC in sustainable way?

1.5 Scope of study

The study was conducted at Addis Ababa city in selected International and local non-for profit organizations as well as government support centers those who are working on well-being of the OVC.

1.6 Significance of the study

The unaddressed need of OVCs remains a challenge in Ethiopia. Though government of Ethiopia has been intervening on the issue along with other stakeholders like international organizations, Non-Governmental Organizations (NGOs), Community Based Organizations (CBOs) and other local establishments, the problem has deepened more than ever. Other than very few organizations that are endeavoring to bring social innovative schemes, there seems to be similar ways of handling the issue across organizations and even individuals who have interest of giving their share of contribution to alleviate the poverty. Using social innovation to solve OVC related problems is a new idea and needs to be tried out to meet pressing needs. However, social innovation is used in other settings with other target groups. Hence, a study like this one helps in motivating stakeholders of the issue of OVCs to look up on new ideas to tackle the problem with sustainable solutions with the involvement of the society.

The fact that there is no clear legal environment that supports NGOs to undertake social innovation schemes poses a challenge for such organizations to undertake new interventions using social innovation. Conducting this study will hopefully shade light to policy makers' view on how availing fertile ground for NGOs would help alleviate great portion of the problem of OVCS.

The findings of the study could also be used as a base for other researchers who are interested to further explore the issue.

1.7 Limitations

This study is limited in terms of coverage and depth owing to financial and time constraint. It has a limited scope of focusing on four charitable organizations and one governmental care provided for OVCs. Therefore, the service provision of five organizations of may not represent the case of other charitable organizations.

Even if there are number of literatures found from social innovation perspective, but it was very difficult to get relevant material in relation with social innovation /entrepreneurship as a mean to resolve current OVCs problem particularly from Ethiopian viewpoints.

1.8 Organization of the paper

This research paper is organized into five chapters. The first chapter introduces the background, statement of the problem, objectives, scope, significance and limitation of the study. Chapter two reviews the relevant literature that is related to the subject under study. Chapter three deals with research method which consists of sampling techniques and sample size determination, data collection instruments, data types and data sources, methods of data analysis and interpretation and description of the study organizations. Qualitative data were analyzed, discussed and findings are under chapter four. Finally, chapter five conclusion and recommendation of the study.

1.9 Definition of Terms

The following are the definitions of various terms and concepts used in this research paper.

Child: A person who is below the age of 18 years.

Orphan: A child who lost one parent (maternal/paternal orphan) or both parents (double orphan).

Vulnerability: A state of being or likely to be in a risky situation, where a person may suffer significant physical, emotional, or mental harm that could result in his or her human rights not being fulfilled. There are many factors that make a child vulnerable (See **Vulnerable Child.**)

A Vulnerable Child: is a child who, because of birth or environmental circumstances, lacks access to basic needs, care and protection that are necessary for optimal growth and development. Such a child is disadvantaged compared with his/her peers and is prone to abuse and poverty, which if unaddressed might result in physical, mental, emotional harm.

Innovation: is the process and outcome of creating something new, which is also of value. Innovation is the specific tool of entrepreneurs, the means by which they exploit change as an opportunity for a different business or a different service

“Social innovation is the process of developing and deploying effective solutions to challenging and often systemic social and environmental issues in support of social progress. Social innovation is not the prerogative or privilege of any organizational form or legal structure.

Stanford Graduates School of Business

Social innovations are new strategies, concepts ideas and organizations that aim to meet social needs resulting from working conditions, educations community development and health. These ideas are created with the goal of extending and strengthening civil society. **Wikipedia**

Social entrepreneurs are individuals with innovative solutions to society’s most pressing social problems. They are persistent and ambitious, tackle major social issues and offer new ideas for a wide-scale change.

Social Entrepreneurship is an organization, which uses business methods to address a social or environmental problem in an innovative way.

Social enterprise: is an organization that applies commercial strategies to maximize improvements in financial, social and environmental well-being.

Community: A group of people, usually living in identifiable geographical area, who share a common culture and are arranged in a social structure that allows them to exhibit some awareness of a common identity as a group.

Contribution: Something that is given to help a person.

CHAPTER TWO

LITERATUR REVIEW

2.1 Definition and the status of OVC from the Ethiopian Context

In Ethiopia, it is commonly understood and legally defined that an orphan is a child who is less than 18 years old and who has lost one or both parents, regardless of the cause of the loss. A vulnerable child is a child who is less than 18 years of age and whose survival, care, protection or development might have been exposed due to a particular condition, and who is found in a situation that precludes the fulfillment of his or her rights.

However, for these standards a more inclusive definition is used which includes all of the following:

- A child who lost one or both parents;
- A child whose parent(s) is/are terminally ill and can no longer support the child;
- Children living on or in the streets;
- A child exposed to different forms of abuse,
- Violence and/or exploitation;
- A child in conflict with the law;
- A child who is sexually exploited;
- A child with disabilities;
- Unaccompanied children due to displacement (OVC GUIDE LINE,2016)

Current status of OVC in Ethiopia

The government of Ethiopia adopted alternative child care strategies to address the needs of OVCs, which Include:

- Community based child care;
- Foster family care;
- Child-family reunification;
- Child care institution (not encouraged in Ethiopia); and

- Adoption.

In the contrary studies show that very few OVCs benefit from the interventions undertaken by the government and NGOs. According to a study conducted by Abushula et.al (2014), the services and supports they have been providing for the OVC are intermittent, insufficient, replicated, lack coordination and very limited in their coverage. Most of them are providing a hand to mouth support that focused only on the material needs of the children overlooking the social and emotional dimensions.

2.2 Challenges of NGOs in addressing the needs of OVCs

According to Ferguson et al (2009), the challenges faced by the NGOs are stated as lack of staff, funding, and parental involvement. Researcher agreed with the challenge (lack of funding and parental involvement) rose by the author. In contrast, there are many people who have interest to be an employee of the NGOs here in Ethiopia. Rather lack of passionate staff to provide psychological support of OVC.

As it is stated by Ayele (2008), the Ethiopian civil society, especially the NGOs sector has been consumed with various external and internal problems for a long time. These challenges may be categorized into two broad parts; external and internal.

2.2.1 External Challenges

There are various external challenges that NGOs face in Ethiopia today.

Marked improvement was observed in the relation between NGOs and the state immediately after the war with Eritrea, for the fact that the government aspire to win the support of the civil society following the war; nevertheless; the government has no interest and appetite to consider the NGOs and other civil society sector as real partners for development (Ayele 2008).

Bureaucracy: Lengthy and bureaucratic requirements for registration, demanding reporting requirements, and continued lack of transparency on the part of government executive bodies exaggerate the ever-unstable Government-NGO relations.

Rules and regulations: It is the state that sets the rules, regulations that govern civil society engagements and that the rules are vague, ambitious, and subject to arbitrary interpretation by the

regulating organizations (Desalegn 2008,).

The deliberate provision of regulation contrary to provision of their parent law restricted freedom of association, violated essential provision of the constitutions and international human right agreements ratified by Ethiopia (CRDA, 2006: 13). It is possible to mention more similar challenges in addition to the aforementioned cases. However, what have been mentioned so far can indicate as how hostile is the working environment for NGOs operations in particular and civil society engagement in general. What is important to mention here is that the external constraints are the major bottlenecks that remain the most difficult to overcome at present, and have been responsible for restricting wider involvement of civil society in the country (CRDA, 2004).

2.2.2 Internal challenges

As it is stated by Ayele (2008), internal challenges refer to drawback in the resource and managerial capacity within the NGOs themselves.

Capacity limitation

There is significant capacity limitation among indigenous NGOs. Limitation in human resource and budget constraints are the noticeable features of local NGOs. GTZ (2002), stressed that, lack of access to funds, physical assets and competent human capital is the features of Ethiopian NGOs.

Weak private sector

In Ethiopia the private sector is as weak and unstable as to become internal funding sources for NGOs, as is the case in many other countries. The private sector is so weak due to unfriendly policy environment and government control of major economic sectors, (Zewdie and Pausewang 2002).

Dependence on external funding

The overwhelming majority of both international and local NGOs depend on external funding

sources to run their programs. Government and donors play major roles in supporting NGOs programs which usually has compromised the independence and effectiveness of NGOs (Hellinger, 1987:137).

Personal interest

Many of the NGOs are not local, they are distant from many of the social and cultural aspects of the society, and many NGOs have tendencies to preserve institutional and personal interests rather than the wider beneficiary (Zewdie and Pausewang, 2002).

2.3 Social entrepreneurship: Social innovations/social enterprise

There is no consensus among scholars, practitioners and researchers on the definition of the term social innovations, and there seems to be lack of agreement on the requirements that differentiates it from other types of innovations. This is partly because social innovation is a practice-led field. Understandings, definitions and meanings have emerged through people doing things in new ways rather than thinking about them in an academic way (TEPSIE The young foundation, 2014). Social innovation, according to (Dees, J. G., 2006) is a term for school of thought used to describe the concept of social entrepreneurship.

Anderson et al (2014) define social innovation as “new solutions to social challenges that have the intent and effect of equality, justice and empowerment”. TEPSIE defines it by elaborating more on what the solutions are and their nature being more effective than previous solutions. In addition, it magnifies the very interest of social innovation that is the welfare of the society.

“Social innovations are new solutions (products, services, models, markets, processes etc.) that simultaneously meet a social need (more effectively than existing solutions) and lead to new or improved capabilities and relationships and better use of assets and resources. In other words, social innovations are both good for society and enhance society’s capacity to act”(TEPISSE).

A. Social innovation is a complex process of introducing new products, processes or programs that profoundly change the basic routines, resource and authority flows, or beliefs of the social system in which the innovation occurs. Such successful social innovations have durability and broad impact (Westley et al, 2010).

(Mulgan et al, 2007) tried to show the three dimensions of social innovations by putting it as a “connected theory”. The first one is that social innovation ideas are not entirely new but “new combinations or hybrids of existing elements”. The second dimension is putting them into practice involves cutting across organizational, sectorial or disciplinary boundaries. The last one is the fact that it creates new relationship between previously separate individuals and groups, which matter greatly to the people involved. TEPSIE also tried to intensify its product (meeting social need) process dimension (improving relationships and capabilities or using assets and resources in a new way) and empowerment dimensions (enhancing society’s capacity to act).

In order for social innovations to be successful, as (Mulgan et al, 2007) put it, “innovation succeeds best when there are effective association between small organizations and entrepreneurs (the ‘bees’ who are mobile, fast, and cross-pollinate) and big organizations (the ‘trees’ with roots, resilience and size) which can grow ideas to scale”

Significance of Social innovations is, as described by (Mulgan et al, 2007) very vital. It has a crucial role in economic growth and has equal role to that of technology and new knowledge had for past advances in health care and technologies like car, Internet, and electricity. And it makes social innovation even more crucial in our times since the solutions demanded for tackling the present problems are needed to enhance rather than damage human relationships and well-being. TEPSIE puts its significance in terms of changing social relations with regard to governance; enhancing societal resilience and increasing beneficiaries’ socio-political capabilities and access to resources.

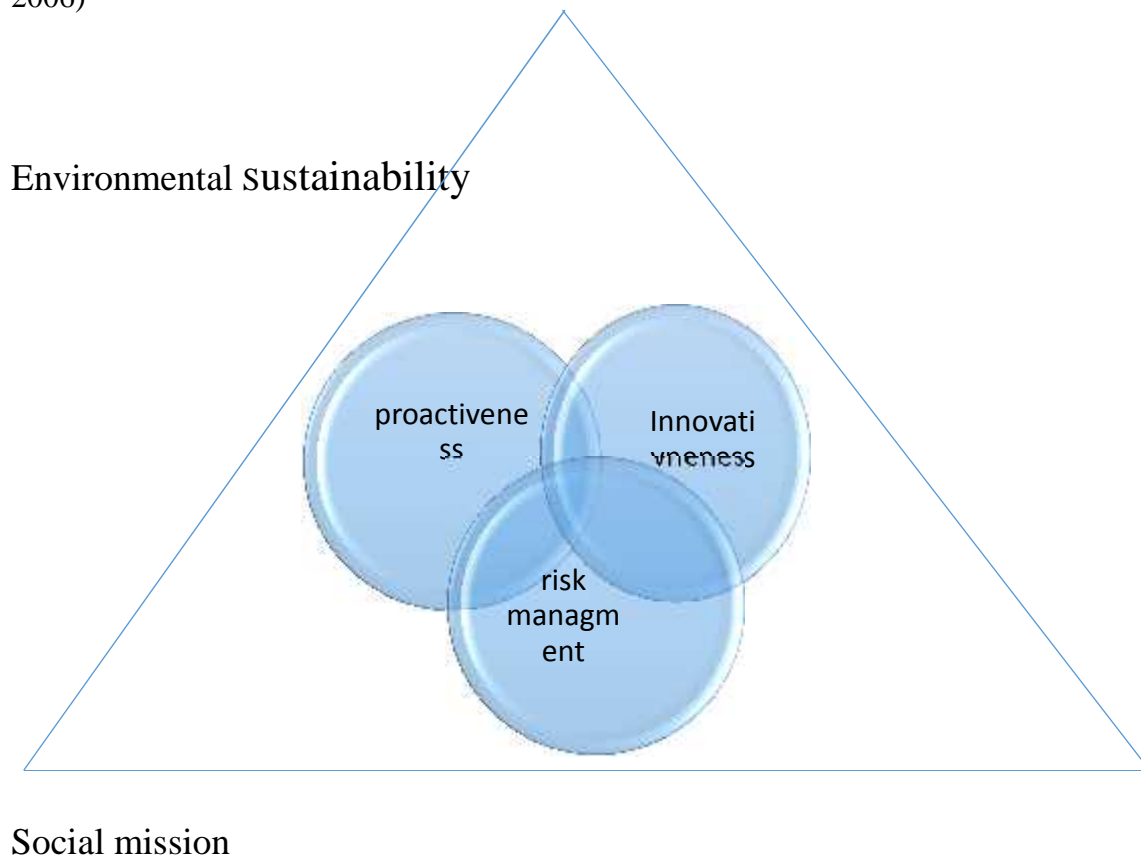
As it is stated by Edwards-Schechter et al (2012) participative processes and citizens’ empowerment are considered crucial aspects of social innovation (SI), involving collaborative activities between the private, public, and third sectors. Social innovation aims and differential characteristics related to the identification of people's needs, citizen participation processes, and improved quality of life. To address the problem of the OVCs it needs collaboration and coordination of the private, public as well as third party sector as it is mentioned by Edwards-Schechter.

What is Social enterprise?

Social enterprise is another term and notion that is put to describe social entrepreneurship. According to Dees and Anderson (2006), it refers to the use of commercial activities by non-profit organizations in support of their mission. It is starting a business that would earn income for a non-profit organization (Massarsky, 2006). In contrast, social innovation focuses mainly on outcomes and social impact rather than a question of incomes (Defourny & Nyssens, 2012).

In terms of the significance of social entrepreneurship, it is important to restore a better balance between economic purposes and social well-being with main purpose of meeting social and societal needs that have not yet been addressed by the state or the commercial sector (Fayolle et al, 2010).

Figure -1 Bounded multidimensional mode of social entrepreneurship (Weerawardena & Mort 2006)



The model sums up social entrepreneurship as “an overall abstraction of innovativeness, proactiveness and risk management within the constraints of environment, sustainability and social

mission (Weerawardena and Mort, 2006, 32).” These behavioral dimensions are supported by the literature.

Even though there are different definitions stated by authors, for this research purpose the researcher agreed with Andersons and his colleagues’ definition. They defined social innovation as “new solutions to social challenges that have the intent and effect of equality, justice and empowerment”.

Who does social innovation? As it is mentioned by (Mulagan et al, 2007) any individual who has an idea and passion can do social innovation or create social enterprises. In social organizations (charities, community groups, NGOs) new ideas often begin from a particular individual or community’s problems and passions.

2.4 The contribution of Social entrepreneurship to social needs

Dees, J. G. (2017) in his paper states that social entrepreneurs play the role of change agents, by: “Adopting a mission to create and sustain social value (not just private value), recognizing and relentlessly pursuing new opportunities to serve that mission, engaging in a process of continuous innovation, adaptation, and learning. Acting boldly without being limited by resources currently in hand, and exhibiting height ended accountability to the constituencies served and for the outcomes created.”

(Dees et al, 2002.) a hands-on resource that shows nonprofits how to adopt entrepreneurial behaviors and techniques. The rising spirit of social entrepreneurship has created all kinds of new opportunities for nonprofit organizations.

Dees (2002) also states, the new spirit of social entrepreneurship has created all kinds of new opportunities for nonprofit organization. It has simultaneously created more than its share of challenges mainly for organizations that have become dependent on charitable assistance to support operations and programs. In addition, he explained that nonprofit organizations are finding out that becoming more entrepreneurial can be very rewarding-not just in financial sense but also interims of the spirit and energy that can potentially be relapsed within the organization and its staff, volunteers, supporters and clients. Thus entrepreneurship can be very rewarding for

overcome the problem of getting fund for addressing well-being of OVCs by generating income for charity operation sustainably and by providing good sprit &energy for all stakeholders.

2.4.1 Characteristics of Social Entrepreneurs

As the researcher, the characteristics of social entrepreneurs are very important to have with in NGOs to address the problem of OVCs. Schumpeter (2000) stated characteristics of social entrepreneurs. For this study some of the characteristics of entrepreneurs discussed to compare with NGOs founder in relation with addressing well-being of OVCs.

Social Entrepreneurs are change agents in the social sector: They are reformers and revolutionaries, as described by Schumpeter (2000), but with a social mission. They make fundamental changes in the way things are done in the social sector. Their visions are bold. They attack the underlying causes of problems, rather than simply treating symptoms. They often reduce needs rather than just meeting them. They seek to create systemic changes and sustainable improvements.

They adopt a mission to create and sustain social value: a mission of social improvement that cannot be reduced to creating private benefits (financial returns or consumption benefits) for individuals. Social entrepreneurs look for a long-term societal return on investment. Social entrepreneurs want more than a quick hit; they want to create lasting improvements. They think about sustaining the impact.

Recognizing and relentlessly pursuing new opportunities: Where others see problems, social entrepreneurs see opportunity. They are not simply driven by the perception of a social need or by their compassion, rather they have a vision of how to achieve improvement and they are determined to make their vision work. They are persistent, not giving up when an obstacle is encountered, entrepreneurs ask, how can we surmount this obstacle? How can we make this work?

Engaging in a process of continuous innovation, adaptation, and learning: Entrepreneurs are innovative. They break new ground; develop new models, and pioneer new approaches. Their innovations may appear in how they structure their core programs or in how they assemble the

resources and fund their work. On the funding side, social entrepreneurs look for. Entrepreneurs tend to have a high tolerance for ambiguity and learn how to manage risks for themselves and others. They treat failure of a project as a learning experience, not a personal tragedy.

Acting boldly without being limited by resources currently in hand: Social entrepreneurs do not let their own limited resources keep them from pursuing their visions. They use scarce resources efficiently, and they leverage their limited resources by drawing in partners and collaborating with others.

Are NGOs and other stakeholders working to alleviate OVC problems considered social entrepreneurial characteristics? The answer for this question seems not really. Because When we see NGOs founder, most of the time, if there is fund shortage while running organization, they easily give up and prefer to shut it down than thinking sustainable solution.

In this article ‘A Tale of Two Cultures: Charity, Problem-Solving and the Future of Social Entrepreneurship’, J. Gregory Dees explains two different (sometimes complementary, sometimes conflicting) value systems, or clusters of cultures, that constitute the domain of social entrepreneurship. Both of these systems, he explains, are rooted in our psychological responses to the needs of others and are reinforced by social norms. One of these systems is the age-old culture of charity in which a selfless action is performed for the benefit of another person out of compassion and the charitable actor is rewarded with personal happiness. The second system encompasses the more contemporary culture of entrepreneurial problem-solving, where skills are judged by the usefulness of results and the excellence of the methods employed in contributing to meaningful lives. Social entrepreneurship, in his view, can be regarded as a recent extension of the analytic problem-solving cluster.

He stresses five areas of differences and tension between charity and entrepreneurial problem solving:

- Unprompted charity versus reasoning about social return;
- Honoring sacrifice and justifying weak results versus the need for talent and expertise to address challenges;
- Pure giving versus employing business-like approaches;

- Relieving suffering versus solving the problem and its cause and
- Caring for people versus empowering people.

J. Gregory Dees argues that the most social entrepreneurs rely to some degree, at least in the early phase of activities, on resources that are given out of a charitable impulse. But he goes further in arguing that the success of social entrepreneurship depends on aligning these two cultures (and their inherent values) so that the personal satisfaction of giving can help further the contribution of smart problem solving for the good of society.

On the other hand, Santos (2012) develops a theory that advances scholarly research in social entrepreneurship by explaining its distinctive role in the economic system, and pointing to the specifics of the social entrepreneurship approach as opposed to traditional forms of entrepreneurship. Santos also describes the central goal and approach of social entrepreneurs, which is;

- To seek sustainable solutions rather than sustainable advantages
- To develop solutions built on the logic of empowerment rather than the logic of control.

The author uses economic and institutional arguments to advance theories on social entrepreneurship.

On the other hand, Montgomery (2012) argue that past research has over emphasizing ‘heroic’ and individual views of social entrepreneurship and neglected an important area that they label ‘collective social entrepreneurship’. By its collaborative nature, collective social entrepreneurship contributes to substantive and scalable social change.

The authors define collective social entrepreneurship as collaboration amongst similar and diverse actors for the purpose of applying business principles to solve social problems. This collective action enables acquiring and deploying resources from multiple actors through different activities and strategies that mobilize supporters, share ideas and knowledge, represent diverse viewpoints, build credibility, save costs and drive change.

2.4.2 Can technological innovation improves the service provided for vulnerable children and families?

As Benjamin (2017) states it, Affiliate professor, UW School of Social work, technological innovation is rare in the human services field, because most service providers operate with limited resources and they are forced to choose between serving more families and investing in technology. In addition, most funding in human services comes from government sources, which rely on paper processes for accountability.

More specifically, social service providers lack the resources and technology to efficiently collect, analyze and report data. It is known that some don't even collect data; but for those that do, their service management systems are often outdated, closed off from other partners working with the same clients, and there's no feedback loop that allows them to assess how and if their services are working.

The lack of data and technology tools should not get in the way of improving services for the most vulnerable children and families in our communities. If the country thinks to create awareness among social service provider, to use innovative technology, tools and powerful data, services will be enhanced, which ultimately means that outcomes for children and families will be improved. In addition, technological innovation in managing OVCs profile,as fund-raising strategies.Eg. Croudfund.

2.4.3 Social Innovation/enterprise addresses well-being of OVC: practical example

Various social enterprises could be mentioned worldwide that strives to meet the needs of OVCs in their localities. A case of Horticulture enterprise in India can be mentioned as to how the enterprise attempt to meet the need of deprived children.

“School and Community Horticulture Enterprise” in Bangalore, India, aims to supplement the national mid-day meal scheme with an appropriate level of vegetable nutrition to improve overall school enrolment and child health. The provision of nutritional supplements will be generated via horticulture in poly-houses (green-house) and kitchen gardens placed in selected schools. Another example that illustrate the fact that anyone can be involved in social enterprise and

change lives of children who are deprived of their rights to basic needs, is that of two freshmen girls in Texas who decided to start “Generation Education” to provide education to underprivileged children so that they can have successful futures. They focus on children in youth shelters and hospitals and provide them with books, educational activities, and mentoring.

A study conducted at a community of Mozambique describes what is at the ground taking a case where income generating activities which are entrepreneurial ventures with a profit benefiting the community. The income-generating project strives to create social value rather than private gain. The study illustrate that project adds social values by meeting the need of orphans in addition to being a means of social protection mechanism. The study further proves the notion that to enhance people welfare and achieve economic development their involvement plays a great role. (Katangu, 2013).

Base on study conducted by Cieslik (2016) in rural Burundi, a pilot development, nine participating village solidarity groups (child protection committees) have been equipped with energy generators. By selling energy, the groups become self-sustainable economic structures. The profits of the micro-enterprises support the villages’ orphans’ funds, used to equip the orphan children with uniforms and school supplies. Accordingly, the intervention assumes deep participation (project ownership) on the part of the community and also holds the promise of future economic sustainability (earned income).

As the above study groups state it, social innovation can support OVCs sustainably from viewpoint of community ownership, economic sustainability, and psychosocial development of OVCs than NGOs by generating income within the community without expecting external sources.

From the above practical example, it can be concluded that entrepreneurial activities benefits OVCs through income generating for sustainable economic development and it also has psychological impact.

2.4.4 Social Innovation/enterprise addresses psychosocial well-being of OVC

Ventevogel and Spiegel (2015), there is accumulating evidence supporting the use of psychological treatments for disorders related to traumatic experiences and acute stress. However, it is a challenge to integrate psychological interventions within existing national systems of care, which generally are over reliant on medication treatment alone. Health care professionals in sub-Saharan Africa facilities have overwhelming workloads and have insufficient time to provide time-consuming psychological interventions

As a solution for insufficient psychological interventions, based on study conducted by Ssewamala et al(2016), social innovation from the viewpoint of OVCs psychosocial development there is ongoing debate on how to address the developmental impacts of the increasing numbers of orphaned and vulnerable children and adolescents in sub-Saharan Africa, especially those affected by HIV/AIDS. According Ssewamala, innovative family-level economic strengthening programs, over and above encouraged usual care that includes psychosocial interventions for young people, may have positive developmental impacts related to education, health, and psychosocial functioning.

2.5 The current status of social enterprise in Ethiopia

In Ethiopia, there is no distinct formal legal form or recognized means for companies to register themselves as social enterprises. Of the legal forms available in the country, the most commonly used by social entrepreneurs are micro and small enterprise.

These enterprises mainly work at regional level within the country; while less than a quarter operate nationally and from the total only three per cent work internationally.

In Ethiopia, the British council has implemented a project called “Support for Social Enterprises in East Africa’. The overall objective of this project is to support vulnerable populations to access ‘social protection, health, education and jobs’ and thus help to promote ‘inclusive and sustainable economic growth for human development’.

There are organizations that are functioning in Ethiopia, with the aim of developing social entrepreneurship. Among these organizations is “Reach for Change”. This Non-governmental

organization develops local social entrepreneurs who have innovations that solve some of the most pressing issues in society. Reach for Change regards social entrepreneurship the use of innovation and business-like methods for social good as the most powerful way of creating sustainable change.

Blue Hub is another organization that offers seed funding and support to aspiring and incubator programme in Addis Ababa that provides skills early stage social entrepreneurs. It also runs a four-month training, coaching, mentoring, support services, seed funding, working space and connection.

The most common objectives pursued by social enterprises in Ethiopia are ‘creating employment opportunities’. The biggest barrier faced by social enterprises in Ethiopia is financial. More specifically, the most commonly reported barrier is the lack of access to capital while obtaining grant funding is listed as the second biggest barrier to growth. Almost 40 per cent of the social enterprises surveyed have not received any form of external funding or financing, either from non-repayable or repayable capital. Of those that had received external funding, the most commonly reported sources of funding and finance are from donations, grants and concessional loans.

An example of NGOs in Ethiopia that support social enterprise is Agri-business Support Facility (ABSF) The objective of this facility is to increase the entrepreneurial and technical capacity of young Ethiopian graduates. One way it does this is by providing opportunities for motivated BSc and MSc students and recent graduates to develop business plans and start their own agribusiness companies(British Council, 2017).

As it is stated by the above article there is only limited numbers of social enterprises emerged here in Ethiopia. Nothing is reported in the article contributing to resolve the problem with the well-being of orphan and vulnerable children

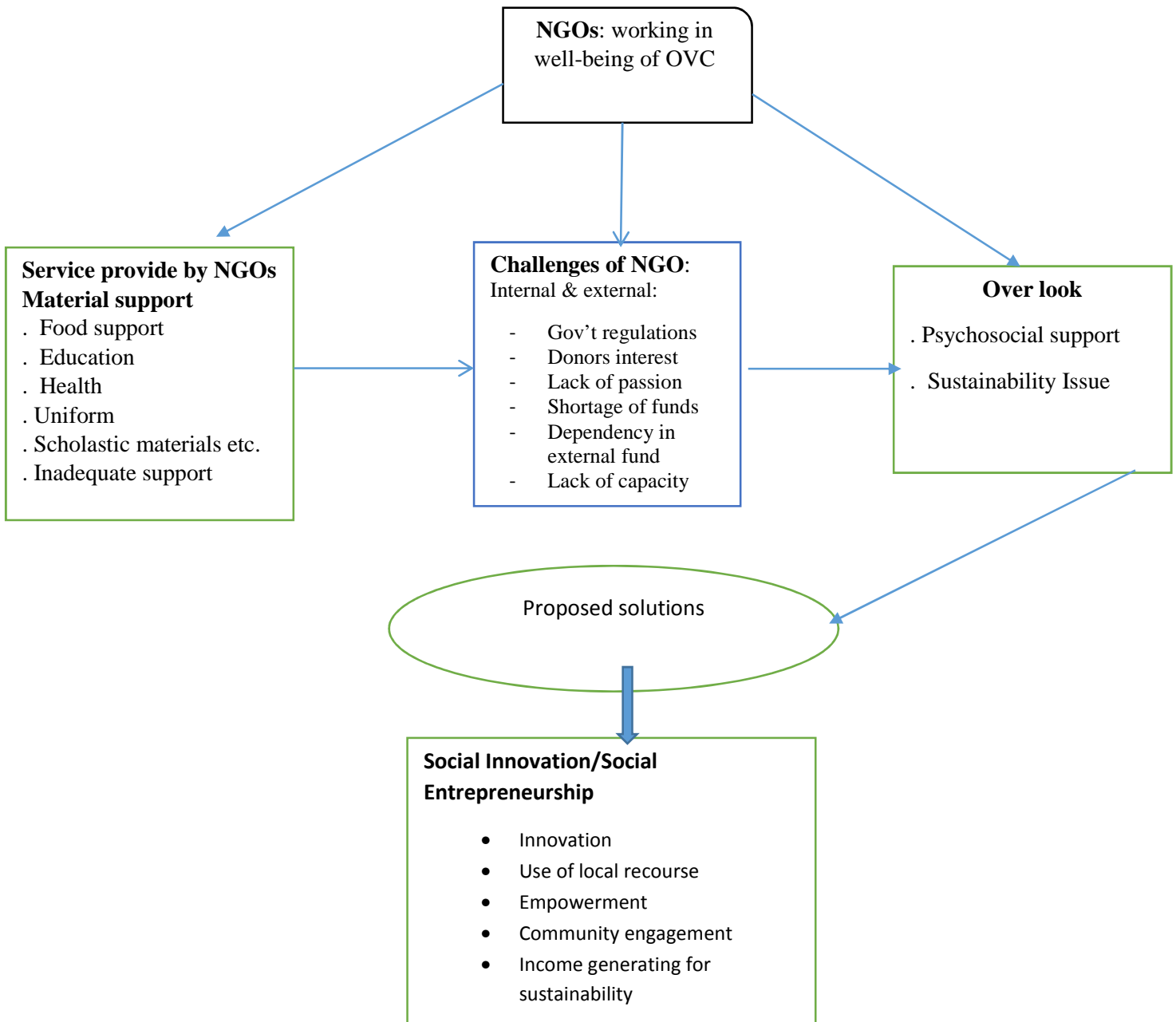
2.5.1 Social enterprise Vs. Charitable organization (NGO)

A social enterprise is an organization that applies commercial strategies to maximize improvements in human and environmental well-being. This may include maximizing social

impact alongside profits for external shareholders. Social enterprises can be structured as a for-profit or non-profit, and may take the form (depending in which country the entity exists and the legal forms available) of a co-operative, a social business, a benefit corporation, etc. What differentiates social enterprises is that their social mission is as core to their success as any potential profit, but income and profit are involved in the mix. Social entrepreneurs seek long-term solutions whereas a charitable organization is a type of non-profit organization, which centers on charitable goals as well as social well-being, which gathers no profit (Dess et.al, 2002).

In those strivings, charities have a smaller scope of work – they focus on vulnerable groups in societies and ways of improving their lives (through access to food, water, education, etc.). Social entrepreneurs on the other hand find creative and self-sustainable solutions, which deal with the wider group of modern day challenges (Fayolle & Matlay, 2010).

Figure - 2: CONCEPTUAL FRAMEWORK



Entrepreneurial principles (Thompson, 2002:6)

CHAPTER THREE

METHODOLOGY

3.1 Overview of approach

The study utilized qualitative research method whereby qualitative data collected using interview and focus group discussion as well as from study documents that was done on a relevant topic. The advantage of the qualitative approach is that it measures, for example, the reactions of a great many people to a limited set of questions, thus facilitating comparison and statistical accumulation of the data. This gives a broad, generalizable set of findings (Labuschagne, 2003)

3.2 Study Design

In this study, a qualitative method was employed to explore if Social innovation/Entrepreneurship address the problem of OVC. Samples of two International NGOs two Local NGOs and Government support center were selected by non-probability or purposive sampling selection method. Then, in-depth interviews and focus group discussions were conducted to gather the needed primary information. To back up the primary data, secondary data was collected from the NGOs, Bureau of Addis Ababa Women and Children and other Key individuals.

3.3 Sample size

The study was initially planned to conduct in ten NGOs, but because of time constraint two international NGOs(Hope for Children Australia and Compassion Ethiopia), two Local NGOs (Selma Children Village and Fiker Sisters Association)& Currently established government support center for street children as well as Addis Ababa Women and Children Affairs, working on well-being of OVC was considered. The advantage of the collecting data from such diverse organizations helps to get different thoughts of information. The children who were 12 to 17 years old lived for at least a year in the orphanages, and were active beneficiaries of the services at the time of the research were considered for sample selection, whereas children who were not

willing to participate in the study and children below 12 years old were excluded from the study.

According to the principle of qualitative research design, principle of data saturation has been into consideration (Palinkas et al, 2015), the sample size of the study was decided when redundancy or saturation of information was reached. Accordingly, two individuals from the government office, three OVCs, two key individuals who were worked with OVC, thirteen from NGOs, a total of 20 individuals and OVCs in-depth interviews were conducted with 3 government higher officials, 13 NGOs representative and 3 beneficiaries and 1 key individual who worked for different NGOs for a number of years were interviewed.

3.3.1 Sampling procedures

An official letter from the Addis Ababa University through the Department of Management was taken and distributed to selected NGOs, Addis Ababa women and children affairs to get data for the study. A copy of the letter was kept to show any concerned body and participants. The researcher used the homogenous sampling type of the purposive sampling technique to reach important information from the organizations that are working on wellbeing of OVC, Homogeneous sampling is used to understand and describe a particular group in depth. To meet the participants who were knowledgeable in the study topic, the OVC who attended care and support in the Organizations were selected. Children who were interactive enough were consulted to ensure the quality of the data. The purpose of the study and the eligibility criteria to participate in the study were explained briefly to the organization heads and program managers, to get in touch with the OVC who fulfill the criteria to participate in the study. The researcher further explained the whole purpose of the study to children who were volunteered to participate in the study.

Ethical Considerations

Participants participated based on their willingness and, verbal consents were obtained. The participants' privacy, confidentiality was maintained. In addition, responsible officials and NGO representatives, who were directly or indirectly responsible, were informed about the study to get their support.

3.4 Data collection

The data collection took place throughout the year that includes researcher experiences. The interview questions have designed targeting the type of information needed for this research. The main stakeholders in Ethiopia like the Addis Ababa City Administration Bureau of Women and Children Affairs, both local and INGOs, government support center or camps, which is established by Addis Ababa City Administration working on street children and key individual were contacted to collect the relevant information that can show the effort exerted so far to support OVC. In addition, getting the required fund from local sources to address OVCs problem, the challenges they faced in the process and any other obstacle that prevents them to address the issue of OVC properly. To get relevant information, the researcher used a semi-structured interview questions for both the in-depth interviews and the Focus Group Discussion (FGDs). The guide questions were prepared in Amharic to make them understood.

3.4.1 In-depth interview

The researcher used an in-depth interview primarily to collect reliable data. In order to understand the in-depth information, key persons from Addis Ababa City Administration Bureau of Women and Children Affairs, and NGO representative were interviewed in their offices regarding the challenges faced by the organizations while they provide services for OVC, various services being provided for OVC such as food, shelter, health care, education and gaps in rendering services. In addition, in-depth interview was conducted with OVC in Addis Ababa City Administration established support center for street children. Researcher conducted interviews. The advantage of using in-depth interview method for collecting data, helps to get much more detailed information than what is available through other data collection methods, such as surveys. In addition, it also provides a more relaxed atmosphere in which to collect information— people may feel more comfortable having a conversation with interviewer.

3.4.2 Focus group discussion (FGD)

The study also used FGD as a data collection method to ensure data quality and triangulate the methods. There were 3 FGD moderators, given brief information about the purpose of the study

The FGD ensured the range of the data since many participants discussed a specific research topic from different views. Both (gender) of the OVC and caregivers who fulfilled the inclusion criteria set for discussion. FGDs were conducted and a group was composed of 6 children aged from 12 to 17 years old. By building a relationship of trust with the study participants, the researcher created an environment that encouraged all participants to communicate their subjective feelings in getting support from NGOs. FGD were useful for the study in obtaining detailed information about personal and group feelings, perception and opinion broader range of information. Although the kind of data collected across different settings was similar, individual interviews tended to obtain more personal stories with emotional content, while focus groups tended to explore the nature and extent of consensus around themes arising in the data (Shaw & Gould, 2002). The combination of data collection techniques made the project feasible as well as allowed for triangulation of methods to enhance depth of understanding (Padgett, 2008).

3.5 Data analysis

Given that the data collection questions (interview and focus group discussions) were designed to enable to collect data that can support to find answer to the research questions and therefore, the data collected and analyzed in relation with:

- The level of effort exerted, to make change on the well-being of the OVC
- The kind of challenges witnessed by the current NGOs those who are working with OVC
- Challenges related with the practices of local NGOs with respect to the research questions.
- The working environment like the local laws and regulations.
- Kind of social enterprise should be created to address the problem of OVC sustainably.

Using Open coding techniques of data analysis to build concepts from a textual data source, need to open up the text and expose the meaning, idea and thoughts in it. One of the processes of analyzing textual content is Open Coding. It includes labeling concepts, defining and developing categories based on their properties and dimensions. It is used to analyze qualitative data and part of many Qualitative Data Analysis methodologies like Grounded Theory.

CHAPTER FOUR

FINDING AND DISCUSSION

4.1 Care and Support provided for OVCs by the selected NGOs

The qualitative information collected through Semi structured interview with key informative and focus group discussions with care givers and OVCs was analyzed through content analysis using developing themes based on research questions and objectives. The interviews and FGD were conducted in Amharic. The qualitative data were collected, summarized and thematically analyzed according to the specific objectives

A total of four non-governmental organizations and one government support center were included in this study to find out the services they are providing to OVCs in their respective areas. All the organizations partially provide services to the OVCs in accordance with the national guideline of service package outlined by Ethiopian government. These packages of services are Food and Nutrition, shelter, livelihood, Health, legal support, psychosocial support and coordination of care.

Based on the interview done with the Addis Ababa city women and Children higher officer, currently there are around 250 NGOs working with OVC. There are also 28 orphanages, among these four are governmental orphanage and the rest belongs to private or NGOs. The four government orphanage categorized and separated depending on the age of OVC.

- ✓ Age from 0 to 8 living at be Tsehay orphanage
- ✓ Girls above 8 years living around Kechene orphanage
- ✓ Boys age group above 8 years living in another orphanage.
- ✓ Children who involved in criminal case, living in one orphanage just used as a rehabilitation center.

Theme 1: Current provision of support by NGOs for OVCs

According to interviews done with key informative of local NGOs, International NGOs, the provision of support for OVCs seems replicated. This finding is also supported by another study done by Abashula, 2014 entitled “The situation of orphans and vulnerable children in selected Woredas and towns in Jimma Zone”.

The services that have been provided by NGOs providing to OVCs are summarized in the following table.

Table 1. Summary of service provision for OVC by corresponding NGOs

No	Name of the organization	Types of Service	Year of service
1	Hope for Children Australia	Afterschool program, provision of scholastic material, provision of uniforms, formal education, school feeding, health screening, medical refund, counseling , health education, cash handout, sanitary pad for girls	10 yrs

2	Compassion Ethiopia	<ul style="list-style-type: none"> ➤ Medical checkups and health care. ➤ Health and hygiene training. ➤ Ongoing Christian training through a local church. ➤ Educational assistance, including textbooks, school uniforms, post-secondary courses, tutoring, test and lab supplies and even literacy and financial training for caregivers. ➤ Key life skills training, mentoring and vocational programs. ➤ Nutritious food and supplements to protect against malnutrition. ➤ Recreational activities and support to development self-confidence and social skills. ➤ Protection from crime, violence and danger. ➤ Access to special services like surgeries and disaster relief 	
3	Selam Children Village	<ul style="list-style-type: none"> ➤ Providing of scholarship/education. ➤ Providing day Care service. ➤ School lunch feeding. ➤ Provision of Educational materials, ➤ Provision of Sanitary pad, Health and Clinic Service: ➤ Formal Education: Technical and Vocational Education Training (TVET): Income generating activities for financial sustainability. 	32yrs
4	Gov't Support Center for Street	Food, Shelter, psychological support, reunification, Provision of clothing, creating access to educational services	5 mths

	Children		
5	Fiker sisters association	School feeding, uniform and scholastic materials.	5 Years

As described in the table above, all the services provided to the OVCs are very similar. This is due to the reason that the government of Ethiopia has already set out the service packages that need to be provided to OVCs and lack of the need assessment of the beneficiaries. But the problem is that most of the means of funding the projects are similar, that doesn't bring sustainable solutions for the OVCs. For instance, Hope for Children Australia and Compassion Ethiopia mobilize their funds from outside through the means of sponsorship. Hence, all the service they provide depends on the good will and economic status of individuals who lives in other countries.

As Child protection department Expert-Compassion Ethiopia assessment, Compassion Ethiopia meets its objective through its designed 516 local project offices. Compassion Ethiopia is not direct implementer but working through local churches. When the researcher forwarded questions about the achievement of their objective, the expert replied "yes we did partially; the reason to say our objective is achieved is the fact that the organization retaining OVC at school, extended family, foster care family. Empower child headed house by maintaining their house, paying house renting and food support. So that OVC do not go to street and exposed to harmful addiction and suicide.

Most of the interviewed participants confirmed that, though sponsorship from outside sources has helped so many OVCs to realize their dreams, the involvement of local people in this program is very minimal and the ownership of problems of OVCs by the local community has been left for such kind of organization.

On the other hand, only one of the organizations involved in the study makes profit out of the service it is providing to other parts of the population other than the OVCs and this profit is used for addressing the needs of OVCs. According to the key informant interviewee who is working at this organization, financial resource is relatively available. However, Hope for Children, an organization that is entirely dependent on sponsorship program is unable to provide some of the

service planned due to decreasing number of sponsors.

Compassion Ethiopia respondent, shared his experience, “while I did research on assessment of orphan, from every three households there is at least one orphan who lives with extended family. So that I have a doubt in the accuracy of the number of orphans reported by the Central Statistics Agency of Ethiopia, he said”. In addition, he explained, the problem of the OVC is very huge and not addressed well by organizations, those who are working on well-being of OVC. Therefore, he agreed on that there is gap in addressing OVC problem. As it summarized, support has been provided by NGOs are replicated and more of material support.

These are supported by Abushula, the services and supports of NGOs have been providing for the OVC are irregular, inadequate, duplicated, lack coordination and very limited in their coverage. Most of them are providing a hand to mouth support that focused only on the material needs of the children neglecting the social and emotional dimensions. Lack of coordination with in the organizations cause financial shortage to cover massive number of OVCs. Hence, it can be concluded that the problem of NGOs in addressing massive number of OVCs not only as the result of shortage of funds but it is because of mismanagement of available funds in a coordinated way.

On the other hand, Schechter et al (2012) stated about social innovation saying, social innovation aims and differential characteristics related to the identification of people's needs, citizen participation processes, and improved quality of life. Even if it is difficult to find literatures described, the contribution of social innovation towards address wellbeing of the OVCs, based on the Edwards-Schechter it improves quality of social life. In addition according Dess,J.G (2002) social entrepreneurship has created all kind of new opportunities for non-profit organization and NGOs are finding out that becoming more entrepreneurial can be very rewarding not only in financials sense but also interims of many aspects, particularly for organizations that have become dependent on charitable assistance to support operation and programs. Therefore, it can be concluded that social innovation plays vital role in addressing OVCs problems than charitable organization.

Data from Focus group discussions: Assessment of beneficiary satisfaction with service provided by NGO.

From Focus Group Discussion participant: all respondent knows the support they have been receiving and all of them were able to mention the services of the organization.

- Monthly 300.00 cash support
- Educational support (educational material and uniform support, after school program, scholarship)
- Yearly medical check ups

The group identifies the most interesting and help full service was the educational support. One of the group participant said, “The reason for improving educational performance is, due to the attendance of afterschool program which has be organized by the organization.

Most of the group participants said that they feel happy when they receive the support. One of the participants says that she gets upset when she was called to come to office to write letter to sponsor and picture to be taken.

Most of the FGD participants have been supported by the NGO over 14 years. It seems develop dependency rather than empowering their life. It has also psychological problem of getting support for this period of time. It would be great if the organization works on empowering of their care givers to enable to take care of their children. Patel (2005) indicates that social development is essentially people centered and it promotes citizen participation as much as it strengthens the input of communities in decision making, which is integral to human development.

Theme 2: Gaps observed in addressing OVCs problem

The key informant interviewee from Addis Ababa Bureau of Women and Children confirmed that there is still huge problem around Addis Ababa in relation with addressing wellbeing of OVC. Some of the problems are lack of coordination and collaboration with in the charitable organizations. Consequently, the problem of the OVC not well addressed. For instance, in one of

sub city, there are number of NGOs working with OVCs. However, due to lack of coordination and collaboration among NGOs, only few beneficiaries have been supported and there were support duplication identified. As the result, there is a probability of getting same service from different charitable organizations at a time by the same child rather than considering new intake of OVC. Sometimes those well to do's are getting support from NGOs due to lack of designed assessment strategy. The interviewee further explained, some of the reasons for not addressing the problems of OVCs, the organization do not accept the recommendation and suggestions given by the government offices. Particularly, concerned offices has been tried to approach them to see new services to be provided to OVC. They always refused to accept the suggestion rather try to argue why they cannot work on new approach in relation with improving service provided for OVCs. According to key informant, NGOs reason for not accepting new approach and suggestions by the concerned government offices are summarized as follows:

- **Entertaining Donors Interest:** Most of NGOs staff has no room to see from viewpoints of addressing OVCs problem rather they have been entertaining donor interest. Whenever suggestion given by the government offices, to review their service provision and to be open for new approaches, they try to argue with project appraisers rather than justifying to donors to accept new approaches.
- **Absence of Need Assessment:** When charitable organization came up with new operational proposal to establish organization, most of them didn't do beneficiaries need assessment. In addition, they didn't focus on what will be needed by the OVCs rather they tried to satisfy their own interest. These causes the duplication of the service provided for OVC. As she explained, most of NGOs providing: scholastic materials, school uniform, pay for private school. Sending OVCs to private school has negative implication on OVCs. As she said, the economic status of the OVCs far from other students, they might start to compare themselves with other student on the way they dressed, the difference with the food type of their lunch box etc. These causes psychological problem. As an example there were incident has happened to one of the international NGOs, which included in this study, the mentioned NGOs wanted to operate high school education for the beneficiaries. Unfortunately, due to the lack to fulfill the government requirement, the organization couldn't get high

school license. Then the charitable organization has putted year nine students to one of the known private school, paying school fee, providing uniform and scholastic materials. As it is reported by one of the foreigner donor. When she went to visit students at their private school, students try to hide themselves not to be known by other students about their background. This shows sending OVCs to private school has negative impact on their psychology. NGOs do not give much attention in relation with development psychological problem of OVCs. One of the FGD participant also stated that she was very disappointed when she called by supporting to take their picture and writing letter to their donor. If this doesn't happen the organization didn't allow them to take monthly cash hand out (300 birr).

- **Lack of passion:** Even though there are organizations working with passion, most of the NGOs have their own hidden agenda when they start to run NGOs. Due to these reason, they may fail to address the problem of OVC.
- **Conflict of Interest:** Most of the NGOs established to fulfill their own interest. They seem do have humanity. The Organizations' interests differ from the need of OVC; accordingly they focus on donor's interest than OVC.
- The other Challenges of the NGOs are lack of getting their own space to expand their services. To work as care center, it needs facilities. It is difficult to work on rental house.
- They also do not update their services that provided to OVC with current need. There is resistance to adjust their service.
- When concerned government department appraise new project proposal, give suggestions to charitable organization. But they refused to accept and arguing. As an evaluator they wanted to stop their project, if not accept the suggestion, there is resistances from government higher officials. Government decision makers forced to say anything is better than nothing. Then they instruct evaluators to accept the proposal as it is. Thus it is difficult to enforce NGOs to enforce to implement as per

the given suggestion. As she said, higher officials say that “one birr is better than nothing”

To resolve the above problems, social innovation, as stated by different authors it allows collaboration between community, government and other private sector to alleviate poverty and to create social impacts. Primarily goal of social innovation is creating social impact within the society. A study conducted at a community of Mozambique describes what is at the ground taking a case where income generating activities which are entrepreneurial ventures with a profit benefiting the community. The income generating project strives to create social value rather than private gain. The study illustrate that project adds social values by meeting the need of orphans in addition to being a means of social protection mechanism. The study further proves the notion that to enhance people welfare and achieve economic development their involvement plays a great role. (Katangu, 2013).

According to Ssewamala et al (2016), innovative family-level economic strengthening programs, over and above encouraged usual care that includes psychosocial interventions for young people, may have positive developmental impacts related to education, health, and psychosocial functioning.

Most of the NGOs, give attention for their donors interest than beneficiaries. To resolve the problem of OVCs, considering social innovation or entrepreneurship is best approach as it is said by different authors. It enhances social impact and generating income to operate programs than depending external source of funds. Thus social enterprise does not worry about the fulfillment of the donor interest. The only issues that needs consideration is creating social impact among the society.

Moreover, as it is said by Benjamin (2017) If we can empower social service providers with innovative technology, tools and powerful data, services will be enhanced, which ultimately means that outcomes for children and families will be improved and not duplicated.

If organization introduces technological innovation to record the profile of all orphans and vulnerable children with in the same sub-city helps not to get support from more than one organization.

Another challenges raised by the NGOs, shortage of fund. Specifically, Ethiopian government promotes in country adoption than foreign adoption. There for local NGOs cannot sustain without having international funds. As the result they come to the government and said take the children, as we don't have funds, we are closing the organization.

In similar way the program director of Hope for children Australia, stated as a gap, the OVCs who are badly in need of the support, do not have the access to get services from the organization. This is because most of the beneficiaries', particularly school beneficiaries' though their life has been changed and become economically strong, they continued getting support from the organization.

As per the organization program director comment, those well to do's have to leave the organization and have to be replaced by new needy OVCs who fulfills the government criteria. But there is no defined strategy or baseline to identify and evaluate to terminate well to do's from the program. This develops dependency syndrome rather than empowering beneficiaries to support themselves.

As per the program director of the organizations' explanation, these problems were identified and recommended by the government monitoring and evaluation team while they were evaluating the organization.

From the above discussion, therefore, it can be concluded as there are huge gaps in addressing OVCs problem as well as problem with the projects sustainability. To give solution for the above identified problems as a strategy organizations and government has to think about using social innovation approaches.

(Dees, 2002) also states, the new spirit of social entrepreneurship has created all kinds of new opportunities for nonprofit organization. It has simultaneously created more than its share of challenges particularly for organizations that have become dependent on charitable assistance to

support operation and programs. In addition, he explained that nonprofit organizations are finding out that becoming more entrepreneurial can be very rewarding-not just in financial sense but also interims of the spirit and energy that can potentially be relapsed within the organization and its staff, volunteers, supporters and clients. Thus entrepreneurial can be very rewarding for overcome the problem of getting fund for addressing well-being of OVCs by generating income sustainably and by providing good sprit & energy for all stakeholders.

In this article ‘A Tale of Two Cultures: Charity, Problem-Solving and the Future of Social Entrepreneurship’, J. Gregory Dees explains two different (sometimes complementary, sometimes conflicting) value systems, or clusters of cultures, that constitute the domain of social entrepreneurship. Both of these systems, he explains, are rooted in our psychological responses to the needs of others and are reinforced by social norms. One of these systems is the age-old culture of charity in which a selfless action is performed for the benefit of another person out of compassion and the charitable actor is rewarded with personal happiness. The second system encompasses the more contemporary culture of entrepreneurial problem-solving, where skills are judged by the usefulness of results and the excellence of the methods employed in contributing to meaningful lives. Social entrepreneurship, in his view, can be regarded as a recent extension of the analytic problem-solving cluster.

He stresses five areas of differences and tension between charity and entrepreneurial problem-solving:

- unprompted charity versus reasoning about social return;
- honoring sacrifice and justifying weak results versus the need for talent and expertise to address challenges;
- pure giving versus employing business-like approaches;
- relieving suffering versus solving the problem and its cause and
- Caring for people versus empowering people.

Focus Group Discussion: Care Givers.

Most of the OVC with in the group stated they are happy with their scholastic materials provision from the organizations. On the other hand, they explained negative about their support by saying:

“Sometimes organization promised to provide us optional service but didn’t keep their promise. One of the group member from OVC side stated, the organization promised to me that it will pay for swimming, medical cost and even they told taking me to abroad to get proper medical treatment in relation with my health problem. But nothing was happened.”

One of the care giver explained, before I joined this NGO I was doing my own business. After I joining and started getting support from the organization, I rely on the support has been provided and stopped the business. My son has been supporting for the past 14 years. However, as you can see he is still under the organizational support. The support given by the organization is not life changing. As she said, NGO creates a big dependency than empowering community. She suggested that rather than providing service insufficient fund for the past 14 years it would have been better to empower families’/care giver to support their kids.

Exemplary success story about using social entrepreneurship in relation with solving OVCs problem, as study conducted by (Cieslik, 2016) in rural Burundi, a pilot development, nine participating village solidarity groups (child protection committees) have been equipped with energy generators. By selling energy, the groups become self-sustainable economic structures. The profits of the micro-enterprises support the villages’ orphans’ funds, used to equip the orphan children with uniforms and school supplies. Accordingly, the intervention assumes deep participation (project ownership) on the part of the community and also holds the promise of future economic sustainability (earned income). This shows that social innovation reduces dependency rather deep participation or project ownership and promise of future economic sustainability

Theme 3. Challenges of NGO

a. Internal

Most of the key informant interviewees who are working at the selected organizations in the study had similar responses in relation with organizational challenges and their responses are summarized as follows:

The absence of proper Organizational structure: one of the organizations included in the

study has no clearly defined vision, mission statement and the objectives as well as organizational structure. As the result there is no chain of command and clear decision making procedure. However, this is not true for the other two organizations.

Lack of passion for OVC: Most of the respondents agreed on the fact that some staffs working with OVCs are not passionate enough to work with children.

In general terms, their support includes; physical, social cognitive development and Emotional. As an internal challenge, he (Child protection department expert who works for Compassion Ethiopia) explained, there is a gap in managing emotion. He raised two story happened due to poor emotional support.

The first incident,

One day one of the OVCs came to the Adama Compassion Ethiopia project office. When she arrived all staffs seems very busy. Then she forwards her greetings for everyone. Unfortunately, no one replied. Again she tried to say hello, someone just said simply hello. Then she immediately went back to her house with hurt feeling. She said “I am unwanted and useless; I do not want to live in this world. So I have to kill myself” Then she took bleach & drunk. As the consequence, she collapsed. Likewise, someone who was around her, saw the incident and took her to hospital and he saved her life.

From researchers, the notions to resolve the above psychological problem from innovative point of view, charitable organization has to come up with innovative idea to engage beneficiaries in the process of income generating to support themselves and to encourage them to be part of the organization with in their capacity. Otherwise it would be great if the organization think about empowering their caregivers rather than providing them support throughout their life. Social innovation involves beneficiaries in its development process and governance, increasing their awareness, competences, and even their dignity and self-esteem. Murray et al (2010) puts the most important features of social innovations in its definition as new ideas (products, services and models) that simultaneously meet social needs and create new social relationships or collaborations.

2nd exemplary incident happened explained by key informative was “One another beneficiary who has been supported by Compassion Ethiopia joined Dire-daw University. She asked the organization to provide her lap top. There was no laptop in that time. But he pushed the organization to send her second hand laptop to satisfy her need. As per his requested, the organization provided her laptop. One day the respondent went to Dire-daw for his field work. As he wanted to visit her, called and gave appointment to come to café. They met there and he tried to check her needs satisfied. For a while she kept silent and started to cry. Then he asked why she is crying. Then she said you cannot understand what make me satisfied. She continued her explanation “In our dorm there are six members sharing the room including me. Five of them had a call twice a week from their parent or relatives. But I have no one to call me so that I had no phone call since I joined the University”

Compassion Ethiopian respondent concluded that even though we have been provided training for our staff on how to manage the emotion of OVC, still there is big gap on providing support on OVC emotional development. As his conclusion, somehow most of the organizations including Compassion Ethiopia have been provided material support needed by OVCs. But their emotional support still in a difficult situation. The major difficulties in managing emotion can be due to the dissatisfaction of employees in relation with their payment. Sometime recourse may be abused by unsatisfied employee. However, it is very difficult to satisfy each and every employee of the organization.

As it is explained from another organization key informant, there is also problem in this regard with the top level management too. In one of the organization, the board and some of the founders may not have passion to support those who are under critical poverty and illness. The only motivation factor to run the organization is to promote themselves and to maximize their value within their country, which comes from supporting developing country under the risky situation/hardship. From the interview observations, some of them joined the organization to enjoy tax deduction for their business. Even some of the board members do not understood on what area of service provision the organization has been engaged as an organization.

The following summarized internal challenges have been practiced with most of NGOs.

Lack of managerial capacity: Even though they have interest to engage on non-profit making activities, there is a leadership gap with top level management to give direction for local management team. Due to the reasons, they focused in day to day routine tasks than thinking strategically. This is also one of the major reasons for frequent and high staff turnover. In effect, potential institutional donors were dropped fudging the projects of the organization.

Lack of Trust: From the observation made by the researcher (has been working over 6 years for the organization), there are strong managerial team existing in the country in one of international NGO. The team knows what to do and they are well experienced. However, it might be lack of trust that the decision making process is not given to local management team to carry out the operation. There is high level interference of the top level management. In this organization in each case, there was high involvement of Head Quarter in decision making process and in managing day to day activities.

Community need assessment: As per Women and Children key informative and some of the NGOs representative, no need assessment has been done to start new operation within the community or on what kind of services to be provided for OVC to address their problem. Previous World Vision worker and current private consultant, who used to work with OVC for many years stated, community knows every problem with in the society. Without identifying the right problem of the community and without their involvement she doesn't think remarkable life changing project can be established. There is also problem in mobilizing community recourses to address OVC problems rather than expecting resource only from external sources.

Absence of Beneficiaries status analysis: As per the Program Director of one INGO observation, there is no established beneficiaries' analysis mechanism to identify those who are very poor and well to do's OVC. Once registered into organization, it seems they are guaranteed forever. There is no defined period in place to strengthen the beneficiaries rather than supporting them throughout their life time. In some stage, needy OVC may become well to do's but the organization hasn't been said anything about the time interval for the beneficiaries to graduate

from the organization service by making them capable to support themselves. Even the organization practices show that enjoy keeping older beneficiaries rather than thinking about the new intake into organization as per the government criterion. The reason behind is to keep donors happy and so that they keep contributing fund for long period.

Poor Staff management: Regarding the staff management the interviewee explained, organization has followed best staff recruitment process but because of the organizational pay history or salary scale, competent candidates refused to join the organization. The salary and benefits of this organization is not satisfactory when it compared with the current market price. Because of that organizations couldn't hire best performers at exam; this will lead to look for those who are offering minimal salary. These leads to compromise quality of service provided for OVC. Moreover, organizations don't give much attention for staff capacity development, motivation, training and benefits. These also causes high staff turnover. Staff also lacks attention and passion for OVC, while providing support. This is reported by two international NGOs interviewee.

The absence of in country Fund raising strategy: As per the some of the key staff explanation, there is no designed fund raising strategy. Substantial amount of organization fund comes through individual donors. Which means one to one sponsorship program and child youth program. There is no income generating activities and no fund raising strategy established from the country itself while benefit is provided for Ethiopian. This is agreed by all key informative except Selam Children Village.

As private consultant who has been working with OVC said, some of the main reasons among others for not addressing OVC problems are:

First, the mentality of the NGOs staff needs attitudinal change. Most of the staff working with NGOs have no passion and work as a pipe line, just transferring monies from donors to beneficiaries. In some cases, there might be financial abuse. But the need of OVC cannot be fulfilled only by providing economic support. It need emotional affection too.

Second, as it is agreed by Women and Children Affair officer, who was explained that NGOs

staffs are reluctant to accept and implement new approaches in relation with resolving OVC problems? The staff arguing government rather than they tried to pushing back to their donors to accept the new approach which may help in addressing OVC issues.

Third, there is also gap in communities involving while trying to solve community problems even though they know root case of the problems.

Finally, as it is stated by private consultant regarding a gap, Most of NGOs have no established base line for their projects. Therefore, it's difficult to measure the societal impact they brought. What we learn from the above explanation and findings, social innovation is more community participatory approach in solving community challenges than NGOs.

External Challenges

Government restriction: As it is stated by Compassion expert, some of the government restriction has been obstacle to address the problem of OVCs. In case of Compassion Ethiopia, due to the government restriction, they couldn't have access to follow up the condition of their beneficiaries in the grass root level and the way of implementation of the local partners. This resulted for child abuse and domestic violence.

Absence of policies that support NGOs to employ social enterprises

Presently, there is no distinct formal legal form or recognized means for organizations to register themselves as social enterprises. (British Council, 2017). A social enterprise is an organization that applies commercial strategies to maximize improvements in human and environmental well-being. This may include maximizing social impact alongside profits for external shareholders. Social enterprises can be structured as a for-profit or non-profit, and may take the form (depending in which country the entity exists and the legal forms available) of a co-operative, a social business, a benefit corporation, etc. What differentiates social enterprises is that their social mission is as core to their success as any potential profit, but income and profit are involved in the mix. Social entrepreneurs seek long-term solutions whereas a charitable organization is a type of non-profit organization, which centers on charitable goals as well as

social well-being, which gathers no profit.

In those strivings, charities have a smaller scope of work – they focus on vulnerable groups in societies and ways of improving their lives (through access to food, water, education, etc.). Social entrepreneurs on the other hand find creative and self-sustainable solutions, which deal with the wider group of modern day challenges.

This reality has posed a great challenge for NOGs not to employ social enterprises. In the contrary, an organization called Selam, an NGO registered at ChSA, undertake social enterprises, making small profits to address the needs of OVCs through vocational trainings, income generating activities, formal education and by provision of clinical services. Therefore, the organization has successfully provided holistic service for significant number of OVCs, the absence of policies related with social enterprise is an obstacle for the organization not to intervene effectively.

Information & Knowledge gap with government staff: Project officers at ChSA, a government organization that authorizes NGOs operational proposal to implement their plan of action, may or may not authorize the implementation of such schemes. As the interview participant explained, “the project officers have no standard protocol that they follow, rather, their decision to authorize implementations is according to their personal knowledge. The information provided by the officers varies from one officer to another. And the process or project proposal took plenty of time (from 6 months to one year) to get approval.

Social Innovation thinking: There is no room for thinking about social innovation or income generating activities. Organizations depend on individual one to one sponsorship program. Due to this reason no one showed interest in leaving the organization even though their financial status gets improved.

Social innovation involves beneficiaries in its development process and governance, increasing their awareness, competences, and even their dignity and self-esteem. Murray et al (2010) puts the most important features of social innovations in its definition as new ideas (products, services and models) that simultaneously meet social needs and create new social relationships or

collaborations than creating dependency. As argued by Patel (2005). As it is stated by different authors, NGOs need to enhance entrepreneurial mentality to address the problem of OVC

Theme 4. Approaches to be used by the organizations for sustainable solution

David Bornstein and Susan Davis (2010) mentioned that Social Entrepreneurship is a process by which citizens build or transform institutions to advance solutions to social problems, such as poverty, illness, illiteracy, environmental destruction, human rights abuse and corruption in order to make life better for many. As it is stated by the author, the key informative people involved in this research paper agreed, establishing social enterprise is best approach to alleviate poverty and to address the problem of OVC. Their interview explanation regarding this thematic area has summarized as follow:

As an innovative idea, **women and child officers** suggests working on OVC psychology by supporting established different clubs. Also it would be great if Ethiopian education circular has to be revised. Which means that curriculum comprises civics and ethical education. As she said: only education doesn't help to change life of OVC.

Furthermore, establishing day care and NGOs has to engage in developing recreation place for OVC. Play corner, indoor games, playground, book for reading, national and international story telling program etc. These can develop their mentality and creativity rather than only focusing on basic need of OVC. It also helps for mental development of the children. In addition, NGOs need to come up with new idea to solve OVCs problem rather than replicating existing services.

She also stated that the challenges in relation with the rehabilitation center is not only about basic of the OVC, there is also different kinds of behavioral problem including addiction has been reported. Some of OVCs who are living in orphanage even involved in criminal case activities and they have networked with other on that. Accordingly most of the organization has reservation to engage on establishing rehabilitation center for OVC. She also said "we can categorize neglecting child as a child abuse. Not only orphan children, but also those children who are living with their parent can be neglected. Attention needs to be given to work on family and children who are living with their parents too. To make this happens, we can use elders to take time and give advice for those children's who are misbehaving without spending substantial

amount of money. Just by facilitating a kind of meeting among community elders, can save children from harmful addiction.

We also think about creating job for children in their capacity starting from childhood age. New generation do not want to do anything for their parents. In general, they are very selfish and not supportive of their parent. From the government side, for those who are living in orphanage, government came up with economic empowerment of the children. For instance orphan and vulnerable girls who are living in one of the government orphanage has been engaged in running their own business which is facilitated by the government to get them economically empowered and to create self-confidence.

Finally, **she** recommends that for every child we need to teach working habit from their childhood so that we can change their current poor working experience and reducing dependency syndrome of children.

Regarding social innovation, **compassion Ethiopia child protection department expert forwards** his thought by saying “There is no big change by giving support from hand to mouth and our provision couldn’t change family life focused only individual child need. In addition, most of the NGOs fund comes from western country. But it is good to mobilize in - country resources in large to address the issue of OVCs. As a country policy social enterprise should be promoted. Those wealthy people also have to be approached to involve in social responsibility to provide support in changing OVC problems through social enterprise. This helps to make sustainable support to OVC. Otherwise if we encourage NGOs rather than encouraging flourishing social enterprise, we developed dependency in the society.

Finally, as a recommendation he suggested that “Child protection is corner stone in developing children” therefore the government, the community and religious organizations have to give attention to protect children from any abuse. He also further suggested that there has to be fund that comes from community to address OVC problem rather than expecting funds from Europeans and Americans. It would be great to create awareness among within the citizen. So that society and citizens are taking responsibility to protect children from their problems.

As it is said by one of the participants of the FGD “In order to bring sustainable development for children, it is crucial to work on quality of education.”. In addition to this they mentioned

- Trainings on skills to handle peer pressure
- Training for parents on parenting skill
- TVET and job linkages
- Ethical education & counseling by life experience sharing

To the issue of what should have been done to reduce years of support, the participants responded that it would have been great if the economic support program of the self- help group was started side by side with the other supports.

Theme 5: Utilizing in country available recourses: for sustainability

Current initiatives taken by Addis Ababa City Government

The center was established before four months ago to support those children and youths who are living on street. As the manager of the center said, initially they have collected all children and youths who are willing to be in the center to get support from Addis Ababa city government. The number of the street children and youth collected from the street was around 3000. The estimation of the total number of children and youth living in streets are around 50,000. For the first round the focus area was Arada, Kolfe and lideta sub-city. According to the general manger 99% of the street children and youths came from rural (regional area) to search for better life, death of their parent, divorce, poverty, peer group influence, conflict etc.

When they collected street children, they didn't make separation with age group, their situation and gender. Just picked them up from the street and putted them in to established support center. Then they identified with their age group and their situation. Then women, those who have children's identified and putted in different location and provided services based on their need. Those, who are agreed to return back to their family have got transportation support and other accommodations including open bank account and made deposit to run income generating activities after getting back to their place.

When researcher raised questions about the successfulness of the project, the manager replied I have a doubt about the success. Because it was not done based on study and plan. It needs coordination with regional government. It needs discussion about the case before the action has made. Even if children have come from regional area, regional government considered that it is Addis Ababa city's government headache."

It would be better to work with regional government coordination to stop children's from living in the street. There is also a fund shortage has been reported in established support center. To solve the problem, as the project needs huge amount of money, we need to think about getting fund from the society (citizen). The budget to be needed by the government to run street children protection project has to be projected. Based on the general manger assessment and observations, still now they spent more than two hundred million to provide basic service for street children's who joined the center and reunification with their family with in this short period. There is a sustainability problem in the project continuity.

As the researcher interviewed street children's who has been getting support from the newly established government support center, they shared their life experiences before and after getting in to center as follow:

As our friends told, we think that there is better life in Addis. Then we moved from region to Addis. But the life in Addis is not simple to us. So we forced to live in the street. Sometimes, we stayed for over three days without having food. We were exposed to different types of addiction including drinking alcohol and developing other harmful habit. Then one-day people come around us with vehicle and asked are you willing to go to established center to be supported by the government? Some of the street children refused to go and those who are agreed to go to the established center, taken by the people who came to collect children from street. Once they got into support center, they have been provided with: shelter, food, bottled water, short term training and so on. As they said currently the bottled water stopped and using tape water to drink.

They also tried to analyze their situation before and after getting in to the support center as follow:

The center life is totally different from living in street. They are happy now with what they are getting. They further explained that before they came to the center they were alcohol addicted and sometimes they used glue to protect themselves from cold and anger. This is really life killing. They concluded that it is a good beginning to have such support center. But there are number of children still living in the street and practicing bad habit that may harm themselves and society as a whole. Therefore, government as well as societies has to think how to protect those children's from their current situation.

As it is mentioned by privative consultant, establishing social enterprise helps to resolve community as well as OVCs problems. In some cases, we do not need to have financial resource to start projects. Only mobilizing community is sufficient in relation with alleviating poverty from community as a whole. Just creating awareness among community and initiate them to take part and role in improving life of OVC. As it is known most of the NGOs fund comes from foreign sources. This doesn't help us to alleviate the extent of the poverty. Rather it is better to work in community involvement. As a country we need to think about creating hard working with the society to alleviate poverty with in short period of time.

In this country when we observe economic strength, there are huge differences between societies. There are few billionaires living in this country. On the other hand, there are peoples living without having basic needs such as: food, shelter and clothes. As it is reported by The Guardian's of independent journalism on January 10, 2019, there are a number of children's driven from their rural homes due to the family problems and lack of opportunity, more and more children are coming to Addis Ababa to get solution for their problems. Alone and vulnerable, they receive no state support. Due to the reason most of children are living on the street. Most of them are living around Meskel Square. Vulnerable Children's living on streets might live for many days with having food.

The researcher has a relevant experience related with the issue of vulnerable children, the story goes like this. In the village where I live, village around CMC homes, the relationship among the villagers can be called none existence and therefore, I felt the need to take action to change this picture. I took the initiative and invited the nearby neighbors to small gathering in my house.

Very late but some of them attending the session through which I shared with them my intention that as good neighbors the need to see each other through some means. There was support for my idea and then the gathering changed into formal association by the name of Fiker Sisters Association (Idir). One of the strongest results, besides becoming a monthly House to House visiting Session among women's in the area, of this association where I took the lead is supporting the nearby children from poor families. Currently this association reached to government school feeding more than 120 children two meals per day for the last 5 years. The fund for this project comes from directly from local sources such as: from members' monthly contribution, families, and friends and within the country fund raising event. The event was organized by the member of Idir or association.

The learning points that I generate from this experience of mine are the following:

- If there is coordinated effort there are enough volunteers in the community itself to support vulnerable children.
- There are peoples who are very willing to contribute money as well as their time to support orphan and vulnerable children.
- The support from the government institution is also encouraging; we were also got recognition certificate from the Woreda and parent committee of the school which we have provided support for these fruitful efforts of our association.

Therefore, as some of the respondents said, to bring change in the life of OVCs, Idir and other community based initiatives can contribute major advantages.

Theme 6: Social Innovation/Social entrepreneurship as a means to care for orphans

UNICEF suggested, putting an end to child poverty is the center of global poverty eradication strategy. Children make up nearly half of the world's extreme poor, with nearly 570 million people under the age of 18 living below the international poverty line of \$1.25 a day. Poverty in childhood is often the root cause of poverty in adulthood. To break the cycle of poverty, we need to understand child poverty in all its dimensions. Poverty measurements must go beyond income, examining factors such as access to services and social protection systems, health, nutrition, water and sanitation, shelter, quality education from early childhood to adolescence, and other issues like discrimination, stigmatization and exclusion. More also needs to be done to reduce the

impact of poverty – for example, by reducing the vulnerability of households, tackling the worst forms of child labor, and strengthening the systems that protect poor families.(Unicef.org agenda for every child).

The above article also agreed by key informative participated in this study. As a country; government, privet sector as well as citizens should have to give attention to resolve all rounded problem of children, particularly those who lost their parents and vulnerable children. As a means to address OVCs psychosocial problem, women and child affair's officer said that government policy in relation with child protection has to be revised. Current NGOs, who are working with OVCs should be approaches to work on psychosocial development of children rather than providing replicated service. As an example, she stated that, creating children play ground, counseling center, indoor games, day care etc. to develop OVCs cognitive capacity. Private consultant also forwarded her suggestion in relation with social innovation to address the current problem of OVCs, said “ to address OVCs problem financial resources is not the only means, we can mobilize local resources, like organizing a kind of life experience sharing and advice giving program with those who are volunteer experts and in their retirement age. She further suggested, community involvement and awareness creation is very fundamental toaddress the problem from the root cause than depending on external sources.

As demonstrated by the findings of this study, the social innovation is important poverty-alleviation and social protection mechanisms which tap into communities' strengths to address social problems in the community. In line with Patel (2005), the study highlights that the social development perspective sets goals that lead to tangible improvements in people's lives and these goals include primary healthcare, primary education, nutrition, basic housing, life skills training as well as tangible social and economic returns. It also provides empowerment and self-reliance, which is based on the notion that people should be connected to one another and with their environment in ways that enable them to be more effective in their individual and joint efforts towards creating a better life.

The term social entrepreneurship in the nonprofit sector is conceptualized. Social entrepreneurship is used by nonprofit organizations that are hoping to improve their effectiveness. While there are a number of ways that the nonprofit sector is evolving, social

entrepreneurship is particularly important for two main reasons. First, nonprofit organizations are limited in the impact they can make by the amount of resources they have available. Social entrepreneurship is the natural reaction to a limited supply of funds coupled with a persistent and growing concern to make the world a better place. Secondly, the adoption of social entrepreneurial practices tells a lot about the organizational culture of a nonprofit organization. Social entrepreneurial organizations are innovative, they manage risk effectively, and they consistently create and measure social value (Piechowski (2010)).

The study concludes that the income-generating ideas based on social entrepreneurship principles play an important role in poverty alleviation and social protection, and particularly in meeting the needs of orphans and vulnerable children. However, this cannot be achieved without the supportive role of government in promoting private-public partnerships.

CHAPRTE FIVE

CONCLUSTION

This study showed that the issue of orphan and vulnerable children is in not well addressed in the context or situation of Ethiopia. External challenges of the charitable organization, such as government restriction, lack of the consistence information from the ChSA(Charity and Society Agency) as well as concerned other governmental signatories, Bureaucracy of the government office were the main obstacles to effectively address the needs of OVCs.

Lack of passion from local staff while providing service to OVC, focusing only in physiological support rather than psychosocial support, lack of proper definition of organization vision, mission, objective and proper design of organization structure are internal challenges. Moreover, lack of coordination among NGOs, absence of need assessment and intervention without taking in to consideration the existing problem of the community are also another barrier to address the needs of OVCs.

Most of the NGOs that are intervening to address the needs of OVCs are dependent on external fund resources; this has resulted in the close up of some of these organizations while the donors cease to provide funds. However, there are very few NGOs that utilize social entrepreneurship that has resulted in sustainable changes in tackling the existing problems of OVCs in Ethiopia. According to the findings of this study, such NGOs that are employing social entrepreneurships are better functioning in regard to responding to the specific needs of OVCs in a sustainable manner.

In order to effectively address the need of OVCs, involving the community as the main actors and source of resource by means of social enterprise is crucial. Rather than depending entirely on resources from outside donors, mobilizing resource in country is more promising in terms of solving the problems of OVCs. Most importantly, revolving funds by means of providing services with reasonable amount of payment to the society can solve the problem of shortage of fund to alleviate the problem of OVCs. Hence, government should encourage organizations that are employing social enterprise to address the needs of OVCs and enforce other NGOs to employ social enterprise such as income generating activities as an approach to maximize in country

fund to address the diverse needs of OVCs.

Future Work

As the area (social innovation) approach is new, much has not been done so far, the researcher intended to further study. Particular emphasis will be given on how social innovation can be used to address the psychological problems of OVC discussed and how ICT can be used in innovative way to address the problem of OVCs

Novelty /Innovation/Newness

This work has been considered as novel as there is no specific and related studies in the area particularly, work that link social innovation to address OVCs problem.

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Annexes

Annex One-Semi Structured Interview Questions

The purpose of this study is as partial fulfillment of MSc. in Management.

1. For how long your organization has been working on the well-being of OVC?
2. Do you think your organization achieved its objective? if Yes, please explain what achievements are recorded so far? If No, what was the reason behind?
3. What kinds of support have been provided for OVC by your organization?
4. What do you think about the services provided to OVC? Does the provision help to change the life of OVC?
5. Do you think that your organization provides proper service to OVC?
6. Would you please mention major reasons that hinder to address the problem of OVC?
7. What do you think about the current situation of the OVC?
8. What major problems and challenges (such as problems related with leadership and structural, manpower, or ways of working) are raised when you think about working on well-being of the OVC?
9. What are the major challenges you may face while you have been working with children of orphan and vulnerable (OVC)?
10. What specific challenges being faced by the NGOs due to the government policy?
11. What specific challenges faced by the NGOs in promoting well-being of OVC?
12. What specific role does NGOs play in the developmental process OVC?
13. Are NGOs a force for social change or part of the problem related with combating OVC?
14. What benefits do you think technological innovation (such as data base management on this subject, fund management, networking, etc.) contributes towards effectiveness of the social Organization?
15. What do you think about using technological innovation for the success of NGOs work? In addressing issues of OVC?
16. What could be done to maintain sustainability of OVC projects?
17. Do you think that local stakeholders (like Idir, the communities, etc.) are doing their best towards the improvement of OVC life?

18. What do you think about social innovation in addressing the problem of OVCs.

Annex two - Focus group discussion guide Criterion

To be a participant of the Focus group discussion the following criterion has to be fulfilled

1. Those who are willing to participate in FGD
2. Children who have been getting support from charity organization for over 5 years.
3. Age of children who are participating in FGD from 12 to 17 years' old
4. Number of children with in the group should be 6
5. Both gender has included in the FGD
6. Care givers who are willing to participate in FGD is included

Guides for Focus-Group Discussions (FGD)

1. For how long you have been getting support from the organization?
2. What kind of support you have been getting?
3. Are you happy for what was done for you by the organization?
4. If you are no happy what to do you suggestion?
5. How do you feel while receiving the support?
6. Do you have any comment or suggestion regarding with service provision?